



EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

ALBANIA

Refugees flee life of poverty

Page 4

FT No. 31,350
THE FINANCIAL TIMES LIMITED 1991

Friday January 11 1991

D 8523A

World News

Business Summary

Gorbachev issues an ultimatum to Lithuania

Soviet president Mikhail Gorbachev delivered an ultimatum containing a veiled threat of presidential rule for Lithuania unless it renounces its moves towards independence. Page 16

Chinese promise
China will soon conclude trials of all dissidents arrested after the suppression of pro-democracy demonstrations in 1989, a government spokesman said, promising a policy of leniency. Page 16

Pilot error blamed
An Indian Airlines Airbus A-320 crash at Bangalore in January 1989 was due to the failure of the pilots to maintain correct speed on approach to the runway, a court of inquiry decided. Page 6

Ex-minister guilty
Luis Arce Gomez, a former Bolivian interior minister, was convicted by a federal jury in Miami on two counts of cocaine conspiracy. He faces 30 years' jail. Page 6

Gang rapists jailed
Two more teenagers were jailed in the second trial stemming from the gang rape of a woman jogger in New York's Central Park. One was given five to 15 years and the other five to 10. Page 6

Deputy shot dead
Pakistan ordered troops into the south-western town of Jhang after a parliamentary deputy was shot dead as he arrived to vote in a by-election. A second man died in an apparent retaliation. Page 6

Passive smoking toll
An estimated 53,000 people die in the US each year from diseases caused by passive smoking and office workers are especially vulnerable, according to the American Heart Association journal. Page 6

Shrine dispute study
Hindu and Muslim leaders agreed to an expert study of their respective claims to the 400-year-old Ayodhya shrine that has brought down two Indian governments. Page 6

Nuclear waste ban
Dutch workers refused to load a ship with nuclear waste from a German plant, saying the cargo was too dangerous. Page 6

Curb on abortion
Czechoslovakia's parliament adopted a compromise bill of rights that could restrict abortion, used widely as a substitute for contraception. Page 6

Brokers convicted
A Chicago jury convicted 10 soybean brokers and traders of fraud and racketeering. They will be sentenced later. Page 6

Cold kills 42
Cold weather sweeping through north-eastern Bangladesh has killed eight more people, raising the toll to 42 in a week. Page 6

UFO fans warned
US space officials warned sky-watchers that a mysterious bright glow above the western hemisphere over the next 16 days is not a squadron of UFOs but a satellite launched to study the earth's atmosphere. Page 6

Spanish group sells Ertol division for Pta45bn

Ercros, the big Spanish chemical group whose majority shareholder is controlled by the Kuwait Investment Office (KIO), sold its petrochemical division, Ertol to the Luxembourg-based investment group General Mediterranean Holding (GEM) for a reported Pta45bn (\$478m). Page 17

MARKETS: Wall Street
The Dow Jones Industrial Average was 20.79 higher at 2,431.09 at 2pm. Tokyo: The Nikkei index closed at 22,047.36. Frankfurt: DAX index closed at 1,383.40. Back Page, Section II; Lex, Page 16

NORWAY'S government
intervened in the deepening crisis in the country's banking system and proposed a Nkr5bn (\$845m) "bank insurance fund". Page 16

FORD Motor, the second largest automobile manufacturer in the US, confounded Wall Street speculation by maintaining its dividend in the face of a crumbling American car market. Page 17

DAIWA Securities, one of Japan's leading financial institutions, has signed a series of deals to provide consultancy and training for the establishment of a new Soviet stock exchange. Page 17

ARAMCO, Saudi Arabia's largest producer of crude oil, has adopted emergency evacuation procedures for employees caught in the firing line of a Gulf war. Page 3

TSE, UK bank group unveiled disappointing pre-tax profits for 1990 after making heavy losses on its corporate lending. Page 17; Lex, Page 16

SAATCHI & Saatchi, troubled UK-based advertising group, unveiled proposals for a radical reconstruction package. Page 17; Analysis, Page 26; Lex, Page 16

EUROPEAN aerospace companies including Aerospatiale of France, Deutsche Aerospace and Aeritalia plan to set up a new manufacturing consortium to build a range of 80 to 130-seat regional jets. Page 16

ITALY'S leading stockbroker welcomed the country's new law on stock exchange reform, which came into operation on Monday. Page 22

ZENITH Electronics, the last remaining US company that makes television sets, faces a fight to take control of its board from Nycor, a New Jersey company which makes air conditioners. Page 20

BRAZIL has authorised the country's first ever joint venture in the information technology industry. Page 6; Land Rover plant, Page 8

DIGITAL Equipment of the US, the second largest computer manufacturer, is to lay off up to 3,500 workers as part of continuing cost-cutting measures. Page 20

PAN AM, the US airline which filed for Chapter 11 bankruptcy earlier this week, is to return to the courts in the hope of getting the controversial plan to sell its Heathrow routes to United Airlines approved by the Bankruptcy Court judge. Page 8

Embassies abandoned as Baghdad exodus begins

By Mark Nicholson in London and Tony Walker in Baghdad

WESTERN embassies in Baghdad were abandoned yesterday and civilians in the Gulf scrambled for every available flight to safety as the world was suddenly faced with the prospect of fighting in the Gulf.

Dozens of western officials were leaving Iraq either by air or across its land border with Jordan. British embassy staff, led by Mr Harold Walker, the ambassador, set off in a motor convoy for Jordan early yesterday.

US officials will leave on Saturday. Italy and Belgium said their diplomats would return home immediately, while most other European Community countries are also evacuating.

A series of other developments added to a feeling that the Gulf was slipping towards war.

Prices of North Sea Brent crude oil for February followed Wednesday's \$3 a barrel rise with a further 30 cents rise in very nervous trading.

German police raided the homes of several Arabs, arresting two, and the country's main anti-terrorist force said it was taking seriously Iraq's threat to strike at targets in the west.

Oil companies in the port of Rotterdam, site of the world's largest oil refinery complex, said they were stepping up security against possi-

ble Iraqi terrorist attacks arising from the crisis.

Israeli security officials said they were preparing to impose a curfew on 1.5m Palestinians living in the occupied territories to crush revolt if a Gulf war breaks out.

Lloyd's of London, the private insurance market, warned that war would spark heavy rises in shipping and aircraft insurance rates. The market also unveiled plans to open on Sundays for the first time in its 300-year history if hostilities break out.

Relief agencies working in the Horn of Africa were preparing plans to help refugees and estimates that 2m people might try and flee the war zone.

The British government agreed procedures to cope with an oil shortage and convened the emergency oil supply committee - a relic of the 1940s - which could recommend rationing if the supplies of petrol and other products deteriorated.

In the Gulf, diplomats said they expected the evacuation of westerners to reach panic level in the next few days after the collapse of talks in Geneva.

Dhahran airport in Saudi Arabia's eastern province, 200km south of the Kuwaiti border, was packed with western expatriates seeking flights home, many fearing that Saudi Arabian airspace might soon be closed.

France stepped up the evacuation of its 30,000 citizens from the war-threatened Gulf region, sending two Air France airliners on an evacuation shuttle taking in Abu Dhabi, Doha, Manama, Riyadh and Amman.

Western embassies have already advised people in Bahrain, Qatar, the United Arab Emirates and Saudi Arabia's Eastern Province - all within reach of Iraqi missiles - to send dependents home before the UN deadline. Many had already left before Christmas.

Saudi Aramco, Saudi Arabia's biggest crude oil producer, yesterday adopted emergency evacuation procedures for its 14,000 expatriate employ-

ees based in the Eastern Province. Staff will be evacuated to Bahrain or the United Arab Emirates in case of war.

The US State Department, meanwhile, extended the reach of its warnings to American citizens by advising US citizens in Pakistan to leave for fear that they might become targets of attacks.

The State Department also urged its embassies in Algeria, Tunisia and Morocco to evacuate non-essential staff and families because of security risks stemming from the Gulf crisis, and advised US citizens against travelling in the area.

Gulf crisis, Page 3 and 3; KIO sells refinery, Page 17; Markets, Section II

Iraqi goodwill 'might leave room for progress' • US Congress begins war debate

UN chief begins Gulf mission

By Tony Walker in Baghdad, Michael Littlejohns in New York, David Buchan in Brussels and Ian Davidson in Paris

AN eleventh-hour diplomatic effort to avert war in the Gulf gets under way today as Mr Javier Pérez de Cuéllar, the United Nations secretary-general, begins an internationally-backed mission which takes him to Europe and on to Iraq.

As he prepared to leave New York last night on what could be the most critical mission of his UN career, Mr Pérez de Cuéllar said that if Iraq showed goodwill "I think there is some room for making progress".

Since the Iraqi invasion of Kuwait on August 2, President Saddam Hussein has shown no sign of willingness to withdraw his forces in accordance with a series of UN Security Council resolutions, even in exchange for concessions suggested by European and other intermediaries.

A US-led multinational force in the Gulf is poised for an offensive to drive Iraq out of Kuwait after the January 15 deadline set by the UN.

Mr Pérez de Cuéllar acknowledged that the possibilities for flexibility in his negotiations were limited because "everybody's hands are tied" by UN resolutions.

Mr Gianni de Michelis, the Italian foreign minister, said yesterday that in Baghdad Mr Pérez de Cuéllar would offer to send a neutral UN force into Kuwait - without US or Saudi troops - if Iraq agreed to pull out.

"The UN is ready to organise a force that would enter Kuwait if Iraq withdrew and it will not include any of Iraq's enemies such as the Americans, Saudis or Egypt-



House Republican minority leader Robert Michel announces the drafting by the House foreign affairs committee of a resolution authorising President George Bush to go to war

tians. That is what Pérez will propose", Mr de Michelis said.

Mr François Giulliani, the secretary-general's spokesman, said Mr Pérez de Cuéllar was not prepared to say at this stage what he might discuss, although he noted that the UN force idea had been put forward by the Nordic countries earlier this week.

The secretary-general's mission was agreed with the blessing of the US and the other four permanent members of the Security Council following the failure on Wednesday of Mr James Baker, US secretary of state, and Mr Tariq

ON OTHER PAGES

● **Baghdad's faith in God** ■ Jordan ■ dismayed ■ Israeli threat ■ Moscow's plea to Arafat ■ Page 2

● **Market reaction** ■ UK plans for war ■ Western families flee ■ Page 3

● **World stock markets** ■ Back Page, Section II

Aziz, his Iraqi counterpart to break the impasse at talks in Geneva.

As Mr Baker arrived in Saudi Arabia at the start of a

tour of states in the frontline against Iraq, the US Congress yesterday at last began to debate whether force should be used in the Gulf.

Even critics of President George Bush's approach predicted that he would win broad endorsement for the use of force in votes over the weekend.

The Democrat leaders in both the Senate and the House produced draft resolutions urging that diplomacy and the international economic embargo against Iraq should be given more time to work before a decision is taken to use force.

But even the Democrats' resolutions do not rule out the eventual use of force.

Iraq's foreign minister returned to Baghdad yesterday to report to Mr Saddam on his talks in Geneva amid growing nervousness in Baghdad about the photo-reconnaissance war.

Ina, the Iraqi news agency, reported the return of Mr Aziz without comment, in line with the official silence Baghdad had maintained throughout the day on the Geneva discussions.

The Iraqi leadership was expected to meet late into the night to review the talks.

In Geneva today, Mr Pérez de Cuéllar will meet the foreign ministers of EC member states.

After convening a meeting of EC political directors, the Luxembourg presidency of the EC issued a statement expressing the Community's "full support" for Mr Pérez de Cuéllar's Baghdad mission, and reiterating the EC invitation to Mr Aziz to join talks.

Mr Aziz had on Wednesday turned down the EC's proposal to hold talks in Algeria.

The possibility, raised by President François Mitterrand and his ministers that France might attempt some freelance diplomacy in the last days before the January 15 deadline brought criticism from some EC members such as Denmark.

Mr Jean-Pierre Chevènement, France's defence minister, appealed to the US to make a "little gesture" in favour of an international Middle East peace conference, on the off-chance that this might help induce Iraq to withdraw from Kuwait.

Iraq bought satellite pictures of Kuwait

By Lionel Barber in Washington

IRAQ bought high-definition satellite photographs of Kuwait and Saudi Arabia from a French company specialising in photo-reconnaissance three months before the August 2 invasion.

The pictures contained sensitive information about roads, infrastructure and other installations helpful to a potential aggressor. Despite this, Spot-Image, a Toulouse-based business with close links to the French government and the US department of defence, went ahead with the sale.

The last batch of photographs was delivered to Baghdad on May 2 last year, and formed part of a contract signed in 1988 to provide satellite data.

Mr Gerard Brachet, Spot-Image's chairman, who was in Washington this week, defended the deal with Baghdad in an interview with the Financial Times. "Iraq was not an unusual customer or one which commanded special attention."

Spot-Image is the privately owned sales company for the French government's heavily subsidised satellite programme. It is supplying the Pentagon and other clients in the multinational coalition with photographs of the Gulf region.

Out of a total 20 pictures delivered by Spot, "five, three or seven" were deemed sensitive by the company.

These overlapping photo-

Commission refuses to budge on offer to Gatt negotiators

By David Gardner in Brussels

THE European Commission yesterday refused to make a fresh offer to cut farm subsidies as a means of restarting the stalled Uruguay Round of trade talks.

The Commission said it had no mandate to move outside the framework of the offer agreed by member states in October to cut subsidies by 30 per cent.

However, the EC's international trading partners were urged to reconsider the Community's offer, which had been refined at last month's trade ministers' meeting in Brussels.

Mr Ray MacSharry, EC farm commissioner, and Mr Frans Andriessen, external relations commissioner, told Mr Arthur Dunkel, director general of the General Agreement on Tariffs and Trade, that they still believed the refined offer represented a real shift in the EC's traditional position on farm trade from which serious negotiations could restart.

But if the US - which rejected the offer last month, along with the 14-nation Cairns

group of agricultural exporters - continued to insist on further movement as a prior condition to resuming the Round, the Commission would be unable to comply.

Mr Dunkel, who was visiting Brussels in an attempt to find the framework of the offer agreed by member states in October to cut subsidies by 30 per cent.

The refined offer has not been precisely detailed by the Commission or submitted in writing. However, it is understood to include:

● Internal subsidy cuts of 30 per cent over 10 years starting in 1989, not 1986 as originally proposed. This compares with a US demand for cuts of 75 per cent over the next 10 years.

● The EC would commit itself to allowing farm imports of "at least 3 per cent" of total consumption as well as moving gradually from variable levies to a system of fixed tariffs.

● Specific commitments to limit export subsidies either by cutting the volume of trade

affected or the cash spent. The EC would not, however, cut export subsidies by 90 per cent as demanded by the US.

● The EC would apply its "rebalancing" concept, whereby farm trade protection could be increased on certain products, such as feedgrain substitutes like corn gluten, but not to oilseeds and soybeans.

The refined offer already represents a significant policy concession in the Commission's view, and is not a final but a negotiating position. US and Cairns group officials have implicitly recognised this by casting doubt on whether the Commission could get such a package approved by EC member states.

Commission officials said the refined offer has not been formally endorsed by member states but they believed it would be approved in the context of a global package of trade reforms. The EC has been anxious to shift the emphasis of the talks away from just agriculture.

THIRD WORLD DEBT

• BLOCKED FUNDS • ASSET TRADING • DEBT COLLECTION •

Omni Finance is active in the recovery of overdue outstandings in high risk countries. We have debt recovery possibilities for countries such as:

AFRICA
• Egypt
• Libya
• Mozambique
• Nigeria
• Tanzania
• Uganda

MIDDLE EAST
• Syria
• Jordan

SOUTH AMERICA
• Argentina
• Ecuador
• Guatemala
• Honduras
• Paraguay

EAST BLOCK
• U.S.S.R.

For further detailed information and our latest solutions, also on countries not listed above, please contact our asset trading desk:

Edward J.A. de Jager

Drs Robert M.M. Claushuis



OMNI FINANCE BV
KONINGINNEGRACHT 103
2514 AL THE HAGUE
THE NETHERLANDS

TEL: +31-70-3521104
FAX: +31-70-3523469
TELEX: 321003

Weekend FT

Tomorrow: Robert O'Neill, war historian, on how Saddam will lose the battle and Bush will lose the peace

Travel plans for '91



CONTENTS

Management: Xerox takes innovation to the customer	10
Technology: A commitment to ensuring healthy eating	10
New England: In dire straits, and getting worse	14
Editorial Comment: Massaging the oil price: Mr Lamont's grim options	14
Against positivism: The state and social behaviour	15
Politics Today: Class warfare through education	15
Lithuanian: Bare hands confront the iron fist	16
Gulf	23
Europe	4
Companies	18
Arts Guide + Reviews	6
Commodities	19
Overseas	6
Companies	26
World Trade	23
Britain	23-25
Financial Futures	24
Gold	25
Int'l. Capital Markets	25
Letters	24
Law	24
Management	34
Currencies & money	24
Editorial Comment	14
Financial Futures	24
Gold	25
Int'l. Capital Markets	25
Letters	24
Law	24
Management	34
Currencies & money	24
Observer	14
Stock Markets	27-28
London	27-28
Technology	10
Unit Trusts	30-32
World Index	28

Exploring UK budget options in the absence of reforming zeal

Norman Lamont, the UK chancellor of the exchequer, is spending this weekend "in the country" in an exploration of the British government's budget options for 1991-92. Page 8

STERLING	DOLLAR	STOCK INDICES
New York lunchtime: \$1.9085	New York lunchtime: FT-SE 100: 2108.7 (-20.2)	FT Ordinary: 1650.3 (-18.2)
London: \$1.9080 (1.9265)	FF-F 193	FT-A All-Share: 1,013.81 (-0.9%)
DM2.9200 (2.915)	SF-F 1265.5	New York lunchtime
FF-F 9025 (8.9925)	Y134.4	DJ Ind. Av. 2,486.88 (+16.58)
SP-F 4550 (2.4525)	London: DM1.5315 (1.513)	S&P Comp 313.73 (+1.54)
Y238.50 (238.25)	FF-F 1950 (5.135)	Tokyo: Nikkei 23,047.36 (+78.09)
£ index 93.80 (94.0)	SF-F 12875 (1.2735)	3-month interbank
New York: Cornex Feb \$392.1 (393.0)	*104.55 (104.0)	closing 1332 (same)
London: \$390.25 (373.75)	£ index 91.8 (91.5)	Life long gift future:
US lunchtime rates	Tokyo close: Y135.1	Mar 90: £ (90%)
Fed Funds 8 1/8%	US lunchtime rates	
3-mo Treasury Bill: yield: 6.38%	Long Bond: 134	
yield: 8.38%		
Chief price changes yesterday: Page 17		

مكتبات الصحف

MIDDLE EAST IN CRISIS

Baghdad puts its faith in a defensive war - and God

BAGHDAD was jittery yesterday with a dwindling foreign community talking obsessively about evacuation plans and a local populace bracing itself for war.

Iraqis say they are resigned to war. "We grew up with war, we were weaned on war," one young man said, shrugging his shoulders expressively. "We are not afraid of war."

But the long queues at petrol stations show that residents are preparing to flee to the countryside should the city come under attack. Government warnings against stockpiling petrol seem to have had little effect.

Queues outside grocery stores are another sign that Baghdad residents are preparing for the worst. Rationed items are becoming scarcer, and food beyond the means of many Iraqis.

The collapse of Wednesday's talks between Mr James Baker,

the US Secretary of State, and his Iraqi counterpart, Mr Tariq Aziz, sharpened the sense of foreboding in Baghdad, but Iraqis seem fatalistic about the drift to war.

"Yesterday the news was better, today it is bad, maybe tomorrow it will be better again," said a young Iraqi medical student, who is exempted from war service because of his studies.

But despite lingering hopes of peace, the message appears to be getting through that war is more than a distant possibility. If nothing else, the sober words of Mr Aziz in Geneva will have served to emphasise the point.

"We have been getting ready for war since August 2," he told reporters. "We are brave people who have been mistreated."

President Saddam Hussein's threats to confront the US and make US troops "swim in their own blood" further diminished

hopes of war being averted.

As if to emphasise the mood into which the leadership in Iraq has fallen, he declared: "We are not the type that bows to threats, and you will see the Iraq that America will fall into."

Western officials who had been maintaining there was a significant difference between Iraqi propaganda and the regime's private position are now not so sure. They wonder if the two strands are not merging in the collective will of the leadership, and more especially in the mind of one man: Saddam Hussein.

Some observers have compared the mood in Baghdad with that which prevailed in Hanoi at the time of the Vietnam war. Defence mixed with bravado in the full glare of world attention is a heady brew, and it is being reinforced by the presence in the Iraqi capital of militants of various hues - among them leaders of

the Palestine Liberation Organisation who probably believe now that they have little to lose - and who almost seem to be willing a confrontation with "Imperialist America."

The call this week by Sheikh Assad al-Tamimi, leader of the emergent Islamic Jihad, a guerrilla organisation in Jordan, for Saddam Hussein to be declared Caliph or supreme ruler of the Arab world, harking back to Baghdad-based caliphs of the eighth and ninth centuries, is an example of the prevailing mood.

In the meantime Iraq's war preparations proceed, though there is little overt sign in the Iraqi capital itself of the country being placed on a war footing, apart from increased activity around anti-aircraft gun sites.

Masking tape has not yet begun appearing on windows as during Iranian missile attacks during the Gulf war. While there are plenty of

men in uniform on the streets there always are in Baghdad - they do not predominate. But Mr Aziz was not bluffing when he said that Iraq had been "getting ready for war" since August 2. All indications are that the Iraqis have been assiduously preparing themselves, although western military strategists believe the country is poorly equipped to counter air attacks.

This week, the Iraqi press reported that 2,237km of roads had been built in the "operating theatre".

The minister responsible said the work had been completed in 140 days, and included additional bridges to ferry supplies into the southern sector. One of Iraq's fears must be that allied control of the air will sever its connections with its forces in and around Kuwait.

Iraq has also announced the acquisition of more sophisticated weaponry such as anti-

aircraft missiles seized from Kuwait and a new "Awacs" radar surveillance aircraft described by local propaganda as "the unsleeping eye that guards our sky".

Iraq has been mobilising additional forces to boost its one million-strong military, more than 600,000 of whom are reported to be in and around Kuwait. The age for conscription has been cut by a year to 17 and all reservists are being called up.

It seems that, as was the case with the eight-year Gulf war, Baghdad is putting its faith in fighting a defensive war and increasingly, judging by Saddam's statements, in God.

The Iraqi leader, who heads a hitherto determinedly secular party, is speaking more and more in religious terms, claiming God is on Iraq's side. While this has pleased Islamic militants, it is not clear that it has brought much joy to Iraqi mili-

tary professionals who must be watching with growing apprehension the build-up of forces against Iraq.

But Saddam seems determined to maintain a defiant posture at all costs and to claim that Iraq has the capability to withstand anything the allied forces can throw at it.

JANUARY 1991						
Mon	X	X	X	X	X	X
Tue	X	X	X	X	X	X
Wed	X	X	X	X	X	X
Thu	X	X	X	X	X	X
Fri	X	X	X	X	X	X
Sat	X	X	X	X	X	X
Sun	X	X	X	X	X	X
1	X	X	X	X	X	X
2	X	X	X	X	X	X
3	X	X	X	X	X	X
4	X	X	X	X	X	X
5	X	X	X	X	X	X
6	X	X	X	X	X	X
7	X	X	X	X	X	X
8	X	X	X	X	X	X
9	X	X	X	X	X	X
10	X	X	X	X	X	X
11	X	X	X	X	X	X
12	X	X	X	X	X	X
13	X	X	X	X	X	X
14	X	X	X	X	X	X
15	X	X	X	X	X	X
16	X	X	X	X	X	X
17	X	X	X	X	X	X
18	X	X	X	X	X	X
19	X	X	X	X	X	X
20	X	X	X	X	X	X
21	X	X	X	X	X	X
22	X	X	X	X	X	X
23	X	X	X	X	X	X
24	X	X	X	X	X	X
25	X	X	X	X	X	X
26	X	X	X	X	X	X
27	X	X	X	X	X	X
28	X	X	X	X	X	X
29	X	X	X	X	X	X
30	X	X	X	X	X	X
31	X	X	X	X	X	X

JAN 11 1991
UN Secretary General begins peace mission
Baker and Hurd on separate Mideast tours
IEA emergency meeting in Paris
Congress debating Gulf resolutions

On a visit to Kuwait earlier this month - his third reported visit since August 2 - he told his generals: "Let them mass whatever number they can because God will protect us from evil and save Iraq."

Tony Walker

Israelis fear Palestinians in Gaza may back Iraq

ISRAELI'S worries about the security and military repercussions of war in the Gulf form a complex equation - that embraces concerns about relations in the occupied territories, Jordan and Syria as well as the off-the-record Iraqi strike.

Israeli ministers have repeatedly promised a massive counter-attack if Iraq carries out its threat to attack, reiterated by Mr Tariq Aziz, the Iraqi Foreign Minister, in Geneva on Wednesday. However, such a response would have to take into account potentially dangerous reactions in neighbouring Arab territories.

Even if an Israeli-Iraqi armed clash does not materialise, war in the Gulf could still affect Israel's security.

The area of tension nearest at hand is in the occupied West Bank and Gaza Strip, where Palestinian frustration at the lack of political progress has left pro-Iraqi sentiment running high.

In the event of war, the Likud occupied Palestinians would almost certainly be placed under rigid curfew.

Military officials make no secret of their intention to be ruthless should local Palestinians try to back Iraq.

Jordan poses a more complicated scenario. The most obvious route for an Israeli counter-attack on Iraq is through Jordanian airspace.

This might provoke defensive military action by Jordan where the heavily Palestinian population is also staunchly pro-Iraq.

Mr Moshe Arens, Israel's defence minister, said on Wednesday that an Israeli strike on Iraq would not necessarily be routed through Jordan. He declined to say how this could be avoided without violating another Arab airspace, but this remark reflected Israeli awareness that Jordan would achieve exactly what the Gulf conflict aims to twist the Gulf conflict into an Arab-Israeli conflict.

The Jordanians have already appealed to Syria to come to their aid in the event of an Israeli attack. Israel is certainly extremely wary of the danger of drawing Syria into a fight. However, the Israelis believe that neither Syria, Saudi Arabia nor Egypt would pull back from their commitment to the US-led alliance as a result of an Israeli-Iraqi clash initiated by Baghdad.

But tension between Israel and Jordan is likely to be acute even if there is no Israeli-Iraqi clash. The Gulf crisis has produced turmoil in King Hussein, replacing him with a radical regime that would seek to stir up more violence in the occupied territories.

In that case, the temptation for Israel to advance along the Jordan River to remove the threat to the border might be great.

Hugh Carnegy

The Financial Times (Europe) Ltd. Published by the Financial Times (Europe) Ltd., London. Registered office: Number One, Southwark Bridge, London SE1 9HL. Company incorporated in England and Wales. Chairman: P. Palmer. Main shareholders: The Financial Times Ltd. (London), The Financial Times Ltd. (Paris), The Financial Times Ltd. (New York), The Financial Times Ltd. (Tokyo), The Financial Times Ltd. (Hong Kong), The Financial Times Ltd. (Singapore), The Financial Times Ltd. (Sydney), The Financial Times Ltd. (Auckland), The Financial Times Ltd. (Wellington), The Financial Times Ltd. (Christchurch), The Financial Times Ltd. (Dunedin), The Financial Times Ltd. (Invercargill), The Financial Times Ltd. (Nelson), The Financial Times Ltd. (Picton), The Financial Times Ltd. (Timaru), The Financial Times Ltd. (Dunedin), The Financial Times Ltd. (Invercargill), The Financial Times Ltd. (Nelson), The Financial Times Ltd. (Picton), The Financial Times Ltd. (Timaru).

expressed regret at the failure of the talks.

Quentin Peel



Kuwaiti children play accordions while being taught to sing the Iraqi national anthem at a school in Kuwait City

Israeli timebomb among the Arab allies

"YES, absolutely yes," said Mr Tariq Aziz, the Iraqi foreign minister, when he was asked in Geneva on Wednesday if Iraq would attack Israel in the event of war in the Gulf.

His enthusiastic response was no more than a restatement of existing Iraqi policy, but the threat is causing growing concern in Israel and among the members of the multinational alliance in the Gulf as the danger of war increases.

Attack the worst enemy of the Arabs, President Saddam Hussein reasons, and America's Arab allies from outside the Gulf will immediately forget the Iraqi invasion of Kuwait and side with Baghdad against Israel and its paymasters in Washington.

Syria is probably the most vulnerable member of the multinational force to this Iraqi ploy; Jordanian officials even

say that Syria - as well as Iraq - has promised to help if Israel invades Jordan.

Many ordinary Syrians, living under the harsh rule of President Hafez al-Assad, are privately sympathetic to his bitter foe - Mr Saddam - the time-honoured assumption that my enemy's enemy must be my friend.

The Syrian regime has taken the Saudi shilling for the tanks and soldiers it has sent to the front, but is acutely aware of the political dangers of too close an association with the Americans and has tried to distance itself from Washington. At the same time its security forces have suppressed pro-Iraqi demonstrations by Syrians and Palestinians.

In Egypt, by contrast, there has been widespread popular support for Mr Mubarak's policies in the Gulf and for his decision to commit 30,000 men

to the alliance, although the anti-Iraq rage of the early days of the crisis has subsided.

President Saddam committed a grave error by allowing the mistreatment of Egyptian migrant labourers in Iraq before the crisis, and by making a false promise to Mr Mubarak that he would not invade Kuwait.

The support of Egypt is crucial for the credibility of the west in the Arab world, and even Egypt - despite the fact that it has diplomatic relations with Israel - would be put in a dilemma by Israeli involvement in any conflict.

Mr Mubarak was quoted as saying this week that he "would not agree to any Israeli intervention in any circumstances. We will immediately change our position to the opposite because we will never permit that."

So far President Saddam has

played the Israeli card and his dubious Islamic credentials to the full. The alliance faces the possibility of public outrage from north Africa to Pakistan for preparing to attack a Moslem third world country.

The threatened Iraqi attack on Israel, however, may be a bluff.

With its inaccurate missiles, Iraq could probably inflict only minimal damage on Israel. Arab pride would be dented if the Israelis merely shrugged their shoulders and did nothing (as the US probably wants).

If the Israelis did react, Iraq would risk devastating retaliation and would have opened a second front to the west against a powerful and unpredictable enemy armed with nuclear weapons.

Victor Mallet and Max Rodenbeck

Moscow asks Arafat to plead with Saddam

A TOP Soviet official met Mr Yasser Arafat, chairman of the Palestine Liberation Organisation, in Tunis yesterday, to urge him to use his influence with President Saddam Hussein to reach a peaceful settlement in the Gulf crisis.

The latest Soviet attempt coincided with a new call from Moscow for "the most vigorous political and diplomatic efforts" to head off a military conflict in the five days

remaining before the UN deadline expires for Iraq's retreat from Kuwait.

However, the Soviet Union is still maintaining a very strict adherence to every aspect of UN resolutions on the Gulf, insisting on complete Iraqi withdrawal, maintenance of January 15 as the deadline for settlement, and the Arab-Israeli conflict, and an acceptance that force may legitimately be used after the deadline expires.

Mr Anatoly Filev, head of the Soviet Foreign Ministry's Middle East and North Africa department, stressed to Mr Arafat "the great importance of opportunities, available to Palestinians, to influence positively the position of the Iraqi leadership," according to a Foreign Ministry spokesman in Moscow.

The move is the latest Soviet attempt to bring the sides together. On Tuesday, the

Soviet ambassador in Baghdad delivered a message from the Soviet leadership "aimed at promoting an atmosphere conducive to a political settlement" at the Geneva talks between Mr James Baker and Mr Tariq Aziz, said Mr Vitaly Churkin, the Soviet spokesman.

Mr Churkin expressed regret at the failure of the talks.

Quentin Peel

Washington coming round to an acceptance of war

HOPE has not yet been abandoned for a peaceful solution to the Gulf crisis, but US administration officials and congressmen are coming round to accepting some form of military action over the next month.

The roller-coaster nature of the Baker/Aziz talks in Geneva - hopes raised by their unexpected length and then dashed by the subsequent press conferences - has added to the sense of uneasy gloom.

However, while saying he was "discouraged," President George Bush has been careful not to say that diplomatic efforts have yet failed. In fact, he cannot publicly move onto a war footing until after Congress votes over the weekend, probably to approve his Gulf policy.

Direct US/Iraqi contacts may have ended, but the US still sees scope for intermediaries, notably Mr Javier Pérez de Cuellar, the UN Secretary-General, but also possibly the Algerians and the French, to try to convince President Saddam Hussein of the seriousness of the international coalition's intentions and willingness to use force.

The possibility of some third party other than the US being able to produce a last-minute solution, such as a United

Nations transitional force in Kuwait, is not completely ruled out in Washington. Even a UN administration partially might force a pause. But even such a limited concession is seen as a long shot after the Geneva talks.

President Bush does not want to shut down any diplomatic initiative until after the January 15 deadline, not only to give third parties a final chance, but also for domestic reasons, in being seen "to go the extra mile for peace."

Opinion polls show that, while the American public is divided on the use of force, support for the use of force is rising. It is the same in Congress, where the failure of the Geneva talks, and the refusal of the Iraqis to accept Mr Bush's letter, has undoubtedly strengthened Mr Bush's hand.

Even those who favour persisting with sanctions rather than immediate military action - such as Democratic Senator Sam Nunn and House Speaker Tom Foley - have been careful to play down their differences with Mr Bush.

Sen Nunn yesterday wrote in the Washington Post that President Saddam Hussein should not misread the congressional debate, however impassioned it may be. "If war occurs, the constitutional and policy

debates will be suspended, and Congress will provide the American troops whatever they need to prevail. President Bush, Congress and the American people are united that you must leave Kuwait. We differ on whether these goals can best be accomplished by administering pain slowly with the economic blockade or by dishing it out in large doses with military power. Either way - you lose."

Mr Nunn's voice is that of a careful sceptic - and a possible Democratic presidential candidate next year - but not of the leader of an anti-war crusade. The number of outright opponents of war is, at least initially, limited.

In a sense, President Bush has always had most of the key political cards in his hand. His decision two months ago virtually to double the US forces in the Gulf created a momentum towards resolution of the crisis early this year. At that stage, the administration started to argue that sanctions alone would probably not be sufficient to force Iraq out of Kuwait. While some Democrats such as Sen Nunn objected at the time, Congress did not act and it may now in practice be too late.

Peter Riddell

Jordan dismayed by threat of war between Iraq and Israel

JORDAN, which followed with dismay the deadlock at this week's US-Iraq talks in Geneva, fears that it will be squeezed in a confrontation between Israel and Iraq.

Baghdad has threatened to strike against Israel if the US-led multinational alliance attacks Iraq in an effort to drive Iraqi forces out of Kuwait.

Mr Mudar Badran, the Jordanian prime minister, said Jordan would consider any Israeli incursion through Jordanian territory to attack Iraq as a hostile act against the kingdom.

Jordan, he said, would seek Iraqi, Syrian and Egyptian help to fend off any Israeli offensive, and the US-led coalition would crumble if Israel became involved.

Jordanians were shocked by the failure of the talks between Mr James Baker, the US secretary of state, and Mr Tariq Aziz, the Iraqi foreign minister - the first top-level US-Iraq meeting since the Iraqi invasion of Kuwait in August - to make any progress.

But although Iraq is widely blamed in the west for refusing to withdraw from Kuwait, Mr

Aziz made a strong impression on many Jordanians. They said they were proud of his defiance of what are seen here as US double standards and "American arrogance". Mr Aziz was described as endorsing "a dignified stance".

Jordanians were glued to their television sets on Wednesday night watching the two press conferences of Mr Aziz and Mr Baker, which were broadcast in full on Jordan's television.

If anything the Geneva talks have increased feelings of anti-Americanism and promoted a surge of pro-Iraqi feelings among Jordanians. A mass rally in support of Iraq is planned for Monday.

Over the last two months, the initial overwhelming popular support for Baghdad was tempered by accounts of Iraqi brutality in Kuwait, and pressure for an Iraqi withdrawal seemed to be increasing, although popular sentiment remained opposed to a US-led military intervention and to the destruction of Iraqi military power.

However, recent American statements - especially its rejection of linkage between

the Gulf crisis and a solution to the Israeli Arab conflict - have fuelled strong hostility against western policy towards the Middle East.

One US-educated Jordanian, a former senior official, said: "I always thought that I was pro-American. Now I am very disillusioned that the US has been preaching morality and is insisting on pursuing double standards in the Middle East."

There are no signs of panic but some Jordanians - mostly from the elite - are trying to leave and all flights leaving Amman until January 15 are said to be fully booked.

Jordanians have started hoarding food and medicines in case they become difficult to find.

The army and the government-run public service are on alert and an atmosphere of apprehension prevails in the country.

Some Jordanians, including officials, are still hoping for a last-minute breakthrough in the Gulf, but many are bitter and believe that relations between Jordan and the west may never be the same again.

Lamis Andoni

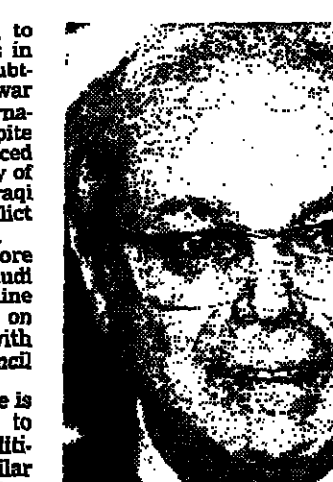
US retreat on Mid-East conference offers best hope of peace

THE failure of the US and Iraq to find a solution to the Gulf crisis in Geneva on Wednesday has undoubtedly increased the likelihood of war between Baghdad and the international coalition facing it. But in spite of all the harsh words pronounced by Mr James Baker, the US Secretary of State, and Mr Tariq Aziz, his Iraqi opposite number, an armed conflict is still not a foregone conclusion.

Mr Baker said as much before leaving Geneva yesterday for Saudi Arabia and several other frontline allies of the US who have called on Iraq to evacuate Kuwait in line with 12 United Nations Security Council resolutions.

"I continue to believe that peace is possible. We certainly continue to strongly prefer a peaceful and political solution," Mr Baker said. Similar sentiments were voiced by Mr Barzan al-Takriti, President Saddam Hussein's influential half-brother, who flanked Mr Aziz at the Geneva talks. "The doors are still open to initiatives," he said.

The initiative which appears to have the best chance of success is that of Mr Javier Pérez de Cuellar,



Pérez de Cuellar, welcomed as mediator by both sides

the UN Secretary-General, if only because he has been welcomed as a mediator by both sides.

For the moment at least, the efforts by the European Community

to arrange a meeting with Mr Aziz in Amman have foundered, following the Iraqi foreign minister's refusal to meet an EC ministerial delegation anywhere else but in Baghdad.

Mr Pérez de Cuellar plans to fly to Baghdad on Friday, after a stop-over in Geneva where he is due to meet a ministerial delegation from the European Community.

It is not clear at the moment what more the UN Secretary-General can do than to repeat the need for Iraq to respect the UN resolutions calling upon it to withdraw from Kuwait. The hope, however slim, is that the Iraqi will be more willing at this late hour to make the kind of concessions to Mr Pérez de Cuellar that they have refused to make to Mr Baker, albeit probably on conditions which have so far proved unacceptable to the US.

However, as the January 15 deadline, after which the international community has been authorised by the UN to use force to dislodge Iraq from Kuwait, looms closer, and the full consequences of a Middle East war are brought home to the American people, it is not impossible that

Washington, too, might be prepared to make a move.

France, backed by the West Germans, has no doubts what the US should do, though President François Mitterrand has made it absolutely clear that an Iraqi withdrawal from Kuwait is a *sine qua non* of any settlement.

Mr Jean-Pierre Chevènement, the French Defence Minister, echoing a proposal made by President Mitterrand at the UN General Assembly last September, said yesterday that the US should make "a very small gesture" to Iraq by agreeing to hold an international conference on the Middle East, particularly to deal with the Palestinian problem.

Such linkage has been categorically refused by Washington so far. Since, in the words of Mr Baker, it would be tantamount to "rewarding an aggressor." But an agreement on these lines now looks to be the only way in which a bloody war can be averted.

What remains unclear, however, is whether, even if the US were prepared to subscribe to a deal on these lines, the Iraqis would agree to quit

Kuwait, which President Saddam Hussein certainly did not annex in his comments. The US Secretary of State said after the meeting, "I told Baker that if you are ready to respect and implement international legality, the principles of justice and fairness as far as all the issues in the region are concerned, you will find us very co-operative."

A typical Iraqi way of fudging the

real issue? No doubt. But it is probable that some substance is lurking behind this circumlocutory formulation. Having annexed Kuwait for purely material and imperial motives, Baghdad may now be looking for a way to back down while saving face. A way to do so would be to earn the gratitude and respect of the Arab world by obtaining concrete concessions to further the Palestinian cause through the organisation of a Middle East peace conference.

That is the difficult path which Mr Pérez de Cuellar will have to explore. He himself said yesterday: "At some time, you know, this conference has to take place."

The UN Secretary-General brings to his task the moral authority of his office and he may also be helped by the fact that the "end game" is now taking place in the Gulf crisis, when concessions are traditionally made by protagonists in a conflict or negotiation. At best, however, his chances of success must still be rated as very slim.

Robert Mauthner

مكتبة النجف

MIDDLE EAST IN CRISIS

Western families flee as deadline looms

By Richard Donkin and Neil Buckley

FAMILIES of western staff working for companies in the Gulf have begun leaving on scheduled flights before the January 15 deadline imposed by the United Nations on Iraq to get out of Kuwait.

Some executives, determined to stay in Saudi Arabia as long as they dare, have moved their families to Jeddah on the Red Sea coast but others appear to be ignoring embassy advice to evacuate immediately.

Mr John Pratt, manager of British Airways in Riyadh, said: "Women and children have been queuing outside the British Embassy collecting their gas masks which indicates that many have decided to stay. I think the embassy advice has had a mixed response because most people don't see a tremendous amount of danger."

The British School in Riyadh, which normally has about 960 children aged between four and 14 saw its numbers dwindle to 400 after the initial invasion of Kuwait in August. Mr Charles Gorki, the headmaster, said numbers had crept back to about 750 before Christmas but were back to 400 with expectations that only 230 children would be left next week.

Children, he said, had been issued with respirators and the

school had been equipped with secure rooms containing emergency water and food supplies.

Mr Roland Dumas, the French foreign minister, yesterday advised the 50,000 French citizens living in the Gulf region to leave temporarily if possible. An Air France Airbus left Paris for Tel Aviv in the morning, to collect French citizens in Israel who had been unable to find passage home on regular airlines.

A Boeing 747 was also due to touch down at Gulf capitals.

One observer in Riyadh said: "People are a little bit more nervous now but the most nervous ones left after the initial invasion. A lot of people have taken a long Christmas vacation, postponing their return until late January."

British Airways has laid on three extra flights from Riyadh on top of the two weekly scheduled flights and is running two extra flights from Dhahran.

According to a Saudi airline official, only BA, Turkish Airlines, Air India and Philippine Airlines were now flying into and out of Riyadh. Others had pulled out because of rising insurance premiums.

Mr David Langdown, technical manager of General Enterprise and Trading Corporation, a Saudi Arabian company

based in Riyadh, and the only Briton on the staff, said most families would have left Saudi Arabia by January 15.

Mr Mike Vincent, manager, personnel and administration, Cable and Wireless (Saudi Arabia), said his company had advised employees to send their families home, and about 80 per cent had done so.

About 14,000 respirators were being distributed to British expatriates in Riyadh, Eastern Province and Tabuk, a oil company executive said.

The distribution of information to company staff in the Gulf appears to have been mixed. A company official at Aramco, the largest oil company in Saudi Arabia, said that he knew of Third World nationals working for some companies who had been given very little information about what to do in a gas attack.

At Aramco, he said, staff had labels to stick on the outside of their windows. The labels changed colours in reaction to certain chemicals. "I have a cat myself and I'm keeping it outside. I reckon it will be a better indicator. We also have quite a few exotic birds here. The moment they start falling out of the trees will be the time to put on my gas mask."



A trader wearing a "Free Kuwait" badge on the floor of the London Stock Exchange yesterday reacts to the market fall

UK cabinet preparing for war

Lloyd's underwriter warns of big rise in airline premiums

By John Mason and Ralph Atkins

BRITISH cabinet ministers yesterday intensified preparations for a possible war in the Gulf as Mr Douglas Hurd, foreign secretary, said sanctions were not working.

While ministers spent more than an hour discussing the Gulf crisis, including terrorist threats, Labour distanced itself from the government, saying sanctions had to be given more time.

However, both the government and Labour party welcomed the prospect of a peace initiative by Mr Javier Pérez de Cuellar, the UN secretary-general. Mr Neil Kinnock, Opposition leader, pledged his party's support for British troops if they are sent into action.

The prime minister, Mr John Major, will open a Commons debate on the crisis on Tuesday, soon after MPs return from their Christmas holiday, amid a pessimistic atmosphere in Westminster and Whitehall after Wednesday's Geneva summit. He spoke to US President George Bush for 20 minutes yesterday about the summit and his Gulf trip.

Mr Major briefed the cabinet on his four-day trip to the Gulf, saying he was impressed with the morale of British forces stationed in Saudi Arabia.

Members of Labour's shadow cabinet, which met for day-long talks yesterday, deny any widespread internal rift but in previous Commons debates around 40 MPs have defied the party line. Liberal Democrat leader Mr Paddy Ashdown said chances of reaching a peaceful settlement stayed slim.

By David Waller

A LEADING marine underwriter at Lloyd's of London warned yesterday that those airlines exposed to the threat of Iraqi-inspired terrorism would be the next to face big increases in premiums.

Since the August invasion there have been steep rises in insurance costs for airlines either based in the Middle East or those which fly there. But the new threat could hit airlines wherever they operated, the underwriter said.

Mr Stephen Merrett, chairman of the Lloyd's Underwriters Association, said underwriters would have to satisfy themselves that the airlines had taken sensible measures to protect aircraft and passengers.

"We are concerned about the

risk of terrorist damage in quite separate parts of the world [from the Gulf]," Mr Merrett said. "If the airlines are unresponsive, individual underwriters will either charge a higher rate or not quote a rate at all."

Mr Merrett said that airlines should refuse to operate from airports which did not have satisfactory security arrangements.

Other underwriters argued that it was "almost inevitable" that the incidence of terrorism would follow an outbreak of war next week, whether or not that war ended in a few days or not.

Mr Alan Lord, Lloyd's chief executive, said that if war broke out the market was ready to open over a weekend

to allow clients to review their insurance cover. This would be the first time ever that the market has opened on a Sunday.

Paul Betts, Aerospace Correspondent, adds: Increases in insurance cover coupled with the expectations of even higher jet fuel prices in the event of a Gulf war are putting enormous pressure on airline operations and balance sheets.

Many airlines have already cancelled flights to the Middle East because of soaring war risk cover. The International Air Transport Association, which groups 200 airlines, has also said that insurance brokers had advised airlines they would introduce an exclusion zone for commercial flights in the troubled region on or before the January 15 deadline.

Mr Alan Lord, Lloyd's chief executive, said that if war broke out the market was ready to open over a weekend

MARKET REACTION

Nervousness about developments in the Middle East was apparent on world stock markets yesterday, although some traders registered mild optimism about a peaceful solution, writes Peter Marsh, Economics Correspondent.

Investors were generally cautious, unable to decide whether the lack of progress in Wednesday's talks in Geneva between Mr James Baker, US Secretary of State, and Mr Tariq Aziz, Iraq's Foreign Minister, made war more likely.

Hope was held out, however, that Saturday's visit to Baghdad by Mr Javier Pérez de Cuellar, the UN Secretary General, might persuade Iraq to climb down.

Most houses showed steadier nerves than had been apparent on Wall Street on Wednesday night, when the bleak news from Geneva sent the Dow Jones Industrial Average tumbling by 83 points between mid-session and the close.

Yesterday, the Dow reversed some of this fall. At mid-session it was quoted at 2,494.31, a gain of 24.01 on the day.

Wall Street had taken its cue from the Tokyo stock market, which early yesterday showed relative composure about the chances of a Middle East settlement. The Nikkei index closed at 23,047.36, up 78.09 or 0.34 per cent.

The Frankfurt stock exchange was up 0.6 per cent yesterday, while Paris, Amsterdam and Milan all edged lower by up to 3 per cent. In London, the FT-SE closed at 2,108.7, down 20.2.

On foreign exchange markets, the dollar settled down after the sharp rise on Wednesday after the Geneva talks ended.

Diplomats rush to quit ghost town

By Mark Nicholson

BAGHDAD is starting to resemble a diplomatic ghost-town as western governments rush to bring home their representatives before Tuesday's United Nations deadline, while insisting that their embassies remain technically "open".

Wednesday's diplomatic impasse in Geneva has spurred several governments into putting into urgent effect contingency plans for evacuating officials from Baghdad as the danger of war looms.

European Community officials met yesterday to discuss a joint decision to evacuate their embassies, according to an Italian foreign ministry spokesman in Rome. Most European missions in the capital were waiting last night for instructions.

Some European countries, however, pre-empted a joint decision. Germany was the first to abandon its embassy, bringing home its remaining officials on Monday.

Italy and Belgium followed suit yesterday, announcing that their remaining diplomats would leave the capital by Tuesday.

Mr Harold Walker, Britain's ambassador to Iraq, and four of his remaining five staff left the UK embassy at dawn yesterday to drive 700 miles across the desert to safety in Jordan.

Mr Christopher Segar, the consul-general, stayed behind to monitor a court hearing involving a Briton, but is expected to leave once the hearing ends.

Australia, Japan and the Netherlands have announced plans to recall their diplomats in the next few days.

In each case, and even if all staff are to leave, governments have insisted that their embassies will remain technically open, since to call their missions "closed" would imply a break in diplomatic relations.

The US state department said yesterday its six remaining diplomats in Baghdad would return home tomorrow, after Mr James Baker, US secretary of state, won assurances in Geneva that they would not be hindered from leaving.

US missions in Algeria, Tunisia and Morocco, meanwhile, were also urged to send home non-essential staff and dependents because of security risks stemming from the Gulf crisis.

The state department has issued such advice to US embassies in Jordan, Sudan and Pakistan.

In Israel, UN units yesterday evacuated 400 staff and their families to Cyprus.

Aramco makes plans to move out staff

By Deborah Hargreaves and Richard Donkin

ARAMCO, Saudi Arabia's largest producer of crude oil, has adopted emergency evacuation procedures for employees caught in the firing line of a Gulf war. These map out in detail different layers of urgency which can be invoked as the severity of the situation builds.

Out of 48,000 staff, Aramco employs 14,000 foreigners in Saudi Arabia, 2,700 of them from the US and Canada. In recent years it has sought to reduce its dependence on foreigners by training local staff and now almost all oilfield operating positions are held by Saudis.

The company has plans to evacuate local people to Bahrain or the United Arab Emirates should they be threatened by the conflict.

"The evacuation will be based on who is most essential for running the plant," an official in the US said. "The last people to leave will be those who control the operation of the refineries."

A manager in Dhahran said that staff working out in the oil fields had been issued with nuclear, biological and chemical (NBC) protection suits. All other staff and dependents had been given respirators.

Aramco, which produces almost all of Saudi Arabia's crude oil, has provided for evacuation by sea from one of its most vulnerable operations at Safaniya on the north-east coast. It has set up tents in Dhahran, the company's headquarters, to house employees evacuated from the north.

The company also has plans for an overland evacuation to a safer area in the southern Gulf. Aramco said some western workers had resigned, but these had been in the "tens rather than the hundreds".

The company says many of its helicopter pilots are US nationals, and foreign personnel are also critical in technical development such as mapping out oil reserves on a computer, but are not essential to the day-to-day running of the oil fields.

All Aramco workers in Saudi Arabia were given a 15 per cent pay rise last year which the company says officially is to help defray the cost of keeping their families outside Saudi Arabia.

Some 1,500 dependents of Aramco foreign workers were evacuated in August and the company is preparing to receive up to 3,000 more in Houston and the Netherlands if war starts.

Other US companies such as Chevron and Exxon, which operate joint ventures in Saudi Arabia, have already moved out unnecessary staff and dependents, and are co-ordinating evacuation procedures for foreign personnel. Some companies are still recruiting westerners prepared to work in the Gulf following some resignations.

sources of revenue. However it might shut the waterway if it felt there was any danger from sabotage or mines.

Adding to the difficulties of dealing with the famine in the Horn of Africa could be the extra strain facing relief agencies of coping with a fresh flood of refugees, UK aid officials said yesterday.

According to some estimates, 2m people might try to flee the war zone. About 750,000 fled in August.

Relief agencies including the International Red Cross and the UN Commission for Refugees are preparing contingency plans for helping refugees. But they will almost certainly require funding by western governments, stretching the overall resources available.

One fear is that the uncertainty caused by the war may

make some developing countries reluctant to sell food surpluses for relief agencies. Repetitions from the Gulf yesterday reached as far afield in Africa as Nigeria, the continent's most populous state.

In Lagos, the US embassy warned of "possible hostile acts against its nationals in Nigeria, where Muslims make up nearly half of the 120m population."

President Ibrahim Babangida, himself a Moslem, has to take into account Nigeria's links with the west and the views of Nigerian Christians, while acknowledging pro-Iraqi sentiments in a Moslem community which includes extremists in its ranks.

Religious and political tensions are also increasing in Sudan, where Britain is considering withdrawing its diplomats and aid workers.

Secure fears have been heightened by the release earlier this week of five Palestinians of the pro-Iraqi Abu Nidal faction, convicted for a 1988 hotel bombing which killed seven people including three British aid workers and their children.

There are also concerns about the possible disruption of international air traffic over Sudanese airspace in the event of war.

Western diplomats remained uncertain about the role of Sudan, which has a large coastline across the Red Sea from Saudi Arabia. Reports that Iraq has deployed 6-14 Scud surface-to-surface missile launchers in Sudan remain unconfirmed. Most western diplomats, however, doubt that Sudan will become involved in a Gulf war.

War would kill thousands in Africa

By Julian O'zanne in Nairobi, William Keeling in Lagos, and Peter Montagnon in London

A LEADING aid official warned yesterday that if war in the Gulf halted or disrupted traffic through the Suez canal, the lives of millions of Ethiopians and Sudanese would be imperilled.

"The impact of any disruption to shipping through the Suez Canal and Red Sea on relief programmes to Sudan and Ethiopia at this critical time for deliveries of food would be devastating and would result in massive deaths of biblical proportions," said Mr Vincent O'Reilly, the Nairobi-based co-ordinator of the United Nations aid operations in Sudan.

Shipping officials in London said yesterday that Egypt would be unlikely to close the Suez Canal swiftly if war broke out because it would be reluctant to lose one of its main

sources of revenue. However it might shut the waterway if it felt there was any danger from sabotage or mines.

Adding to the difficulties of dealing with the famine in the Horn of Africa could be the extra strain facing relief agencies of coping with a fresh flood of refugees, UK aid officials said yesterday.

According to some estimates, 2m people might try to flee the war zone. About 750,000 fled in August.

Relief agencies including the International Red Cross and the UN Commission for Refugees are preparing contingency plans for helping refugees. But they will almost certainly require funding by western governments, stretching the overall resources available.

One fear is that the uncertainty caused by the war may

make some developing countries reluctant to sell food surpluses for relief agencies. Repetitions from the Gulf yesterday reached as far afield in Africa as Nigeria, the continent's most populous state.

In Lagos, the US embassy warned of "possible hostile acts against its nationals in Nigeria, where Muslims make up nearly half of the 120m population."

President Ibrahim Babangida, himself a Moslem, has to take into account Nigeria's links with the west and the views of Nigerian Christians, while acknowledging pro-Iraqi sentiments in a Moslem community which includes extremists in its ranks.

Religious and political tensions are also increasing in Sudan, where Britain is considering withdrawing its diplomats and aid workers.

Secure fears have been heightened by the release earlier this week of five Palestinians of the pro-Iraqi Abu Nidal faction, convicted for a 1988 hotel bombing which killed seven people including three British aid workers and their children.

There are also concerns about the possible disruption of international air traffic over Sudanese airspace in the event of war.

Western diplomats remained uncertain about the role of Sudan, which has a large coastline across the Red Sea from Saudi Arabia. Reports that Iraq has deployed 6-14 Scud surface-to-surface missile launchers in Sudan remain unconfirmed. Most western diplomats, however, doubt that Sudan will become involved in a Gulf war.

NEWS IN BRIEF

Kuwait planning for Iraqi withdrawal

THE KUWAITI government-in-exile has set up a high-level procurement and reconstruction team to buy supplies and assess infrastructural requirements in the event of an Iraqi withdrawal, writes David Owen.

The 40-strong team is composed of individuals from the principal public-service ministries and private authorities. Based in Washington, it is reporting direct to a ministerial-level committee in Saudi Arabia.

According to Mr Fawzi Hamad al-Sultan, a World Bank executive director with responsibilities for Kuwait and other Middle East countries, purchases of essential items that would be needed in the immediate aftermath of an Iraqi pull-out have already started.

War threat to east Europe

War in the Gulf will deepen the economic malaise of the industrialised world and deal a savage blow to the economies of eastern Europe and non-oil developing countries, according to Mr James Schlesinger, the former US defence secretary, writes Peter Norman, Economics Correspondent.

Mr Schlesinger, who has also headed the US Bureau of Budget and the Central Intelligence Agency, told a seminar he believed there was a 75 per cent chance of war. He saw no unequivocal winners, even if conflict proved to be short-lived.

Israel may turn to IMF

Looming balance of payments difficulties caused by the Gulf crisis and the costs of financing a wave of Jewish immigration have prompted Israeli officials to consider borrowing from the International Monetary Fund for the first time in 15 years, writes Hugh Carnegie in Jerusalem.

The country is likely to have to borrow \$20bn over the next several years.

'Ex-Iraqi oil minister arrested'

A Kurdish exile group said yesterday that Mr Issam Abdul-Rahim al-Chalabi, former Iraqi oil minister, was arrested on December 28 by Iraqi border guards as he tried to flee to Turkey, Reuters reports from Cairo.

The exiled Kurdistan Democratic Party (KDP) of Iraq said Mr Chalabi had been detained with members of his family near the Kurdish town of Zakho.

Bonn police raid Arabs' homes

Bonn police raided the homes of several Arabs and the country's main anti-terrorist force said yesterday it was taking seriously Iraq's threat to strike at targets in the West, Reuters reports from Bonn.

Emergency oil measures are agreed

By David Thomas, Resources Editor

EMERGENCY steps to cope with an oil shortage caused by a Gulf war have been agreed by the oil industry and UK government. The government has convened an emergency oil supply committee which could recommend rationing if the supply of petrol and other oil products deteriorates.

Gulf tension triggered petrol price rises yesterday. Texaco boosted prices 6.8p a gallon, bringing four-star led to 206.4p a gallon and unleaded to 192.7p. Texaco blamed rises in refined-products prices on the Rotterdam spot market.

Other oil companies could follow Texaco's lead within days. The government has convened the Oil Industry Emergency Committee, formed in the late 1940s but dormant between oil crises. The committee has representatives from the 14 leading UK oil companies and the government.

It is chaired by Mr John Collins, chief executive of Shell UK; its director is Mr David Clayman, Esso UK managing director.

The committee will review plans to deal with an oil shortage, ultimately including rationing and speed limits to save petrol, especially if war disrupts supplies. But the government and oil industry are unlikely to favour rationing, as they believe oil supplies are adequate at present.

Rationing methods and other emergency steps are set out in a document known as the oil product allocation scheme. The government will aim to co-ordinate its response with other industrialised nations at International Energy Agency talks in Paris today.

French satellites map the world for profit

By William Dawkins in Paris

EVERY 26 days, each square inch of the earth's surface is scrutinised by the twin telescopes of Spot-2, a high resolution observation and picture-taking satellite owned by CNES, the French state space agency.

Spot-Image, based in Toulouse and controlled by French government interests, was set up in 1982 to market, produce and distribute the pictures beamed down by the Spot series of satellites.

The thinking behind the launch of the first member of the Spot family, in February 1986, was to break the traditional dominance of US and Soviet military observation satellites. It had been strengthened by the arrival of the US

Landsat civil satellite in 1972.

Spot prides itself on being able to produce photographs which can show details down to 10 metres in black and white or 20 metres in colour, against the 30 metres offered by Landsat, which today remains Spot's main competitor.

The French CNES state space agency is the biggest of Spot-Image's 18 shareholders, with a 34.5 per cent stake, and the sole owner of the satellites the company uses.

Until recently, Spot-Image has taken a strictly neutral view of its customers, happy to sell its pictures to anyone able to pay. That naturally changed with the outbreak of the Gulf

conflict, since when it has vetted anyone buying photographs of the Middle East and says it has observed the embargo on trade with Iraq.

When a US newspaper revealed two months ago that the Iraqi secret services had illicitly obtained Spot pictures of the allied forces in the Gulf, the French company was not surprisingly taken aback. It insisted that it no longer sells to Iraqi customers.

Spot-Image's legitimate clients include the Pentagon, the Israeli military, the European Commission, which uses them for computing agricultural data, and the World Bank. Spot photographs have been used by the French government to monitor the Chernobyl disaster

and count Chinese missile launching stations and by the Norwegians to spot Soviet submarine bases.

CNES's first Spot-1 satellite, launched in February 1986 after a \$500m development programme, reached the end of its useful life last year, when it was joined by Spot-2. A third is due for launch at the end of this year or early next, followed by a fourth in 1989. They are made by Matra, the French communications and electronics group, and launched by Ariane, the European rocket company.

After CNES, Matra is Spot-Image's second shareholder, with 23 per cent, followed by a consortium of other French state and private bodies, plus

Swedish, Italian and Belgian state investors. Spot-Image has seen its revenues rise from just \$5m in its first year in 1986, to an estimated \$21m in 1990, at which rate the group estimates it should be covering its \$30m running costs some time in the first half of this decade.

The largest single chunk of sales, around 30 per cent, are pictures for civilian and military map-making, where Spot pictures are used to check up on arms-cutting agreements. Agriculture is the second market, representing 20 per cent of sales, followed by geology, mining and oil exploration with 18 per cent, with the rest used for town planning, the press, and public works and other purposes.

Swedish, Italian and Belgian state investors. Spot-Image has seen its revenues rise from just \$5m in its first year in 1986, to an estimated \$21m in 1990, at which rate the group estimates it should be covering its \$30m running costs some time in the first half of this decade.

The largest single chunk of sales, around 30 per cent, are pictures for civilian and military map-making, where Spot pictures are used to check up on arms-cutting agreements. Agriculture is the second market, representing 20 per cent of sales, followed by geology, mining and oil exploration with 18 per cent, with the rest used for town planning, the press, and public works and other purposes.

Swedish, Italian and Belgian state investors. Spot-Image has seen its revenues rise from just \$5m in its first year in 1986, to an estimated \$21m in 1990, at which rate the group estimates it should be covering its \$30m running costs some time in the first half of this decade.

The largest single chunk of sales, around 30 per cent, are pictures for civilian and military map-making, where Spot pictures are used to check up on arms-cutting agreements. Agriculture is the second market, representing 20 per cent of sales, followed by geology, mining and oil exploration with 18 per cent, with the rest used for town planning, the press, and public works and other purposes.

Swedish, Italian and Belgian state investors. Spot-Image has seen its revenues rise from just \$5m in its first year in 1986, to an estimated \$21m in 1990, at which rate the group estimates it should be covering its \$30m running costs some time in the first half of this decade.

The largest single chunk of sales, around 30 per cent, are pictures for civilian and military map-making, where Spot pictures are used to check up on arms-cutting agreements. Agriculture is the second market, representing 20 per cent of sales, followed by geology, mining and oil exploration with 18 per cent, with the rest used for town planning, the press, and public works and other purposes.

Swedish, Italian and Belgian state investors. Spot-Image has seen its revenues rise from just \$5m in its first year in 1986, to an estimated \$21m in 1990, at which rate the group estimates it should be covering its \$30m running costs some time in the first half of this decade.

The largest single chunk of sales, around 30 per cent, are pictures for civilian and military map-making, where Spot pictures are used to check up on arms-cutting agreements. Agriculture is the second market, representing 20 per cent of sales, followed by geology, mining and oil exploration with 18 per cent, with the rest used for town planning, the press, and public works and other purposes.

Swedish, Italian and Belgian state investors. Spot-Image has seen its revenues rise from just \$5m in its first year in 1986, to an estimated \$21m in 1990, at which rate the group estimates it should be covering its \$30m running costs some time in the first half of this decade.

EUROPEAN NEWS

Recovery in Swedish economy forecast

By Robert Taylor in Stockholm

THE SWEDISH economy is expected to stage a strong recovery next year, according to the 1991 budget. There should be a substantial fall in inflation but a rapid increase in unemployment.

Mr Allan Larsson, the finance minister, described his proposals for this year as "tough but responsible" and said Sweden was at a turning point, with better times ahead. There were no give-aways in the budget, even though a general election is only nine months away.

If wages increase, he said, Sweden's business downturn would be shortened and a protracted unemployment crisis avoided as the inflation rate came into line with the country's main competitors.

Mr Larsson forecast improvements next year in industrial production and investment as well as private savings. This year's negative growth rate should be followed by a modest revival in 1992.

Fiscal policy would be tight for 1991-1992, he said, with SKR15bn (£1.4bn) worth of public spending cuts. In order to achieve a balanced budget, his proposals suggest no new tax increases, but will do little to boost consumer demand.

Mr Larsson emphasised that Sweden's economic strategy must accord with the country's international economic integration, keeping its future membership of the European Community in mind.

The budget statement reaffirmed that there would be no change in the current fixed exchange rate policy to improve Sweden's competitiveness. It also insisted that "other ambitions and demands must be subordinated" to the concept of inflation.

He stressed that the trade unions had to accept a two-year national wage restraint agreement, proposed by Sweden's independent pay mediation commission. Pressure would be exerted on the white-collar unions which oppose such a proposal over the next few weeks. Two-year wage restraint agreement to curb wage increases would result in 50,000 lost jobs, said Mr Larsson, and would wreck his aim of bringing inflation down from 10 per cent to 2.5 per cent by 1992.

The budget says there can be "no general stimulus in demand" to stop any increase in registered unemployment, set to rise to 3.4 per cent in 1992 from the current 1.8 per cent.

Public spending must be cut as a proportion of Sweden's GDP gross domestic product "to make it possible to lower the tax burden in the longer run."

Several measures are to be introduced to create a more competitive market economy: ● Cheaper food with cuts in import tariffs and a shake-up in retail distribution.

● An investment of SKR20bn from public funds to stimulate business activity and a two-year SKR10bn programme to improve roads and railways.

● Reform of company law to make it easier for foreigners to acquire Swedish companies.

● Greater resources for education and training, which he was still Chancellor of the Exchequer.

There are also to be SKR15bn public spending cuts, mainly in the health service and housing.

Greece's small town lights lure Albanians

Refugees flee a life of manual labour for an uncertain future, writes Kerin Hope

WHEN THE guard dogs at the Greek frontier post outside the village of Tsamantas start barking around midnight, the duty officer gets up to greet another group of Albanians who have tramped across a snow-covered mountainside looking for a better life in Greece.

"They appear out of the dark looking exhausted, shoes split, no overcoats... the fit ones make it across in about eight hours but the stragglers are still coming in after dawn," he says. A dark line across the snow on a precipitous slope marks a path beaten out by several thousand refugees in the past two weeks.

According to Greek authorities, more than 5,000 Albanians have crossed the border into the north-western province of Epirus since Christmas. Most poured in after a rumour that Greece would close the border on January 1 swept through the southern villages. But up to 50 new arrivals are still turning up each night.

Border controls have reportedly slackened during the past year as Albania's communist government gradually relaxes the rigid isolationism of the past 40 years.

But the refugees said they preferred to trek high into the mountains to avoid Albanian frontier posts where guards are allowed to fire at will and barbed wire fences are better maintained.

The majority are farm workers in their early 20s from the ethnic Greek minority in southern Albania, known as north Epirus to the Greeks, who until recently maintained



Refugees from Albania queue for clothes and shoes at a reception area in Igoumenitsa

a territorial claim on the region. It was only three years ago that Greece and Albania ended the state of war left over from 1940 when Italy invaded Greece through north Epirus.

The North Epirotes say they are fed up with manual labour on co-operative farms where the average monthly wage is 250 leks (\$40) and living conditions are miserable.

"I'd never seen a toilet before, or a bath with taps for hot water. You couldn't buy soap in my village. We got water from a spring," said Mr Spiro Panto, 23.

The refugees also fear that as members of a minority, they may be the last to benefit from President Ramiz Alia's planned political and economic reforms.

Little information about the newly founded independent Democratic Party, which will run against the ruling Albanian Party of Labour in the February 10 election, seems to have filtered through to them.

Some, however, simply grew impatient with waiting for the Greek embassy in Tirana to issue their visas. The penalty for attempting to leave the country illegally, up to 20 years in jail, is no longer applied, and the influence of the Sigurimi, the Albanian secret police, declines, villagers openly discuss the possibility of crossing into Greece.

Passports have been more readily available since a mass exodus was permitted of several thousand Albanians who

sought asylum in western embassies in Tirana last July. "We paid 300 leks each to buy a passport but the visa queue was so long we just gave up," said Mrs Katerina Koraka, who brought her three young sons across after her husband turned back with a leg injury.

Official Greek reluctance to issue more than a minimum of visas reflects increasing fears that the country might be overwhelmed by a wave of Albanians of ethnic Greek origin.

The Albanian government puts the officially recognised minority in the southern provinces at 50,000. But Greece has long claimed a figure of 300,000 throughout the country, all of whom would automatically be eligible for Greek citizenship

the moment they crossed the border.

Greece has appealed to the North Epirotes to stay at home, while facilities at hastily prepared reception centres around Epirus are clearly not intended to be too comfortable. Several hundred North Epirotes moved into tents at an army camp near Ioannina, the provincial capital.

Others were taken to temporary accommodation in cheap hotels at a seaside resort, or to makeshift dormitories in a village orphanage.

The influx of Albanians has prompted the Mr Constantinos Mitsotakis, the Greek prime minister, to arrange a visit to Tirana this weekend, the first ever by a Greek premier. He hopes to encourage Greek investment in Albania and to discuss how the two halves of Epirus can develop regular contacts.

Most refugees brought almost nothing with them, apart from a handful of non-convertible leks. A few, however, came with pre-war gold sovereigns left over from the days when North Epirote merchants and landowners were reckoned among the most prosperous diaspora Greeks.

Hundreds have already hitchhiked south looking for relatives, or jobs on construction sites.

In Ioannina, others loiter outside video shops and car showrooms. "It's like a dream being here. We saw Greek television but the pictures didn't tell you what it would be like," said Mr Polychronos Zigas, who made his living in Albania as an itinerant accordion player.

EUROPE IN BRIEF

Poles turn back Soviet army train

Poland has turned back a Soviet train carrying armed troops and tanks from Germany to the Ukraine in the first known incident of its kind, a railways spokesman said yesterday, Reuter reports from Warsaw.

The spokesman said Polish army border guards stopped the train on Monday near the northwestern port of Szczecin because its transit to Medyka at the Soviet frontier, some 800 km away, had not been agreed with the Polish authorities. The train, carrying some 200 soldiers and nine tanks, returned to Germany after two hours of arguing.

Warsaw and Moscow are currently negotiating transit arrangements for the 370,000 troops which the Soviet Union must withdraw from the territory of former East Germany by 1994.

Crude steel output declines

World output of crude steel fell by 14.1m tonnes to 789.4m tonnes last year, principally because of the difficulties experienced by the biggest producer, the Soviet Union, and the east European countries, writes William Dullforce in Geneva.

In an initial report on the steel market in 1990, the United Nations Economic Commission for Europe records a 2.7 per cent decline to 155.8m tonnes in Soviet production and a slump of 14.7 per cent, or 8.7m tonnes, in output by the six east European states (including the former East Germany).

Germany's overall trade surplus shrank to DM3.3bn in November from DM3.4bn in October, writes Katharine Campbell in Frankfurt.

The current account surplus was DM1.3bn, after DM1.7bn in October.

While other major industrial countries slip into recession, the German economy has continued to grow and import, while exports, hurt by the strong D-Mark and the downturn in Germany's trading partners, have fallen back.

Exports fell 6.5 per cent compared with the previous month to DM58.37bn, while imports rose 1.7 per cent to DM55.07bn. For the whole of 1989 Germany produced a record trade surplus of DM135bn.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

Soviet rail network 'faulty'

THE SOVIET rail system is in a critical state, with as much faulty equipment as in 1945, at the end of the Second World War, according to a top Soviet railway operator, writes Quentin Peel in Moscow.

Tens of thousands of kilometres of track are in urgent need of replacement, and one thousand switches are worn out "beyond any regulative standards," Mr Nikolai Mitin, head of the department responsible for track maintenance, told Tass, the official Soviet news agency.

He said increasingly frequent accidents on the huge rail system, the most important element in the country's freight transportation system, were largely caused by deterioration of the tracks.

Disruption on the railways has caused chronic supply problems in every sector of the Soviet economy, including food supplies, coal shipments and the transportation of minerals, iron and steel.

"People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements," he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

People's lives depend on officials in state committees for planning, and material and technical supply, who for years have been ignoring urgent requirements, he said. "It is they who bear the majority of responsibility for the technical condition of rail tracks, not frost, rains, snowfalls or corrosion." He said wooden sleepers were in the shortest supply. Instead of 22m delivered last year, the railways only received 12m.

Heavy investment in the railways is one of the biggest requirements for any revitalisation of the Soviet economy, but the central and republican governments are unable to provide any of the needed capital.

Fiat to lay off Italian workers for a week

By Haig Simonian in Milan

FIAT, the Italian automotive and industrial group, is laying off more than half its Italian car workers for a week next month in response to lower European demand and a fall in its market share at home.

The lay-offs will affect 65,000 of the 117,000 Fiat Auto workers at all its car assembly plants in Italy, with the exception of one commercial vehicles site. The latest round of lay-offs, which will reduce output by 40,000 vehicles this year, follows four weeks of closures at five of the group's nine Italian car assembly plants in the last three months of 1990.

Mr Paolo Gasca, head of industrial relations, warned that more lay-offs might be necessary this year. News of the lay-offs comes after news this week of a 0.6 per cent decline in Italian car sales in 1990 after six successive years of rises.

The budget says there can be "no general stimulus in demand" to stop any increase in registered unemployment, set to rise to 3.4 per cent in 1992 from the current 1.8 per cent.

Public spending must be cut as a proportion of Sweden's GDP gross domestic product "to make it possible to lower the tax burden in the longer run."

Several measures are to be introduced to create a more competitive market economy: ● Cheaper food with cuts in import tariffs and a shake-up in retail distribution.

● An investment of SKR20bn from public funds to stimulate business activity and a two-year SKR10bn programme to improve roads and railways.

● Reform of company law to make it easier for foreigners to acquire Swedish companies.

● Greater resources for education and training, which he was still Chancellor of the Exchequer.

There are also to be SKR15bn public spending cuts, mainly in the health service and housing.

Public spending must be cut as a proportion of Sweden's GDP gross domestic product "to make it possible to lower the tax burden in the longer run."

Several measures are to be introduced to create a more competitive market economy: ● Cheaper food with cuts in import tariffs and a shake-up in retail distribution.

● An investment of SKR20bn from public funds to stimulate business activity and a two-year SKR10bn programme to improve roads and railways.

● Reform of company law to make it easier for foreigners to acquire Swedish companies.

● Greater resources for education and training, which he was still Chancellor of the Exchequer.

There are also to be SKR15bn public spending cuts, mainly in the health service and housing.

Public spending must be cut as a proportion of Sweden's GDP gross domestic product "to make it possible to lower the tax burden in the longer run."

Several measures are to be introduced to create a more competitive market economy: ● Cheaper food with cuts in import tariffs and a shake-up in retail distribution.

● An investment of SKR20bn from public funds to stimulate business activity and a two-year SKR10bn programme to improve roads and railways.

● Reform of company law to make it easier for foreigners to acquire Swedish companies.

● Greater resources for education and training, which he was still Chancellor of the Exchequer.

There are also to be SKR15bn public spending cuts, mainly in the health service and housing.

Total registrations in 1990 were 2,348,172 units, against 2,362,462 in 1989. Meanwhile, the Fiat group's car market share, which includes Lancia, Alfa Romeo and Ferrari, fell sharply to 62.9 per cent against 57.8 per cent in 1989.

The decline in the Fiat group's position was particularly marked in November and December, when its share of the market slipped below 50 per cent. A Fiat official attributed the year-end fall partly to a decision by buyers to hold back until new or improved models in parts of the range were introduced.

Fiat has been particularly hit by the success of the new Ford Fiesta, largely at the expense of its Uno model, which is not due to be replaced until 1992. Ford raised its Italian sales by 59 per cent last year, giving it a 7.7 per cent market share.

Fiat unions expressed disappointment at the latest round of lay-offs, but were pleased there have been no compulsory redundancies.

● Olivetti, the Italian computer maker, should reach agreement with unions today on a programme of temporary lay-offs involving up to 3,500 workers, a senior government official said. Reuter reports from Rome. The accord would operate until the government takes a final decision on a labour ministry proposal for a programme of early retirement in certain industrial sectors which are being hurt by the international economic slowdown.

Union sources said the company had agreed that all those temporarily laid off, and who did not qualify for eventual early retirement in 1990, would be reinstated by June. Olivetti, whose first half 1990 pre-tax profit fell 41 per cent says the lay-offs are vital if it is to remain competitive.

French warming to UK ideas on Ecu

By William Dawkins in Paris

BRITAIN'S latest proposals on the hard Ecu were welcomed yesterday by Mr Pierre Bérégovoy, the French Finance Minister.

He said he understood that Britain was now prepared to countenance the adoption of a single European currency if member states and their electorates agreed. This was a step forward from its position that the use of a single currency should only be decided by the markets.

"That is a change which is not without significance," he said. Mr Bérégovoy also gave his implicit support to Britain's idea of a hard Ecu which was first floated by Mr John Major, UK Prime Minister, in 1989.

The latest UK Treasury ideas on the hard Ecu, tabled earlier this week, envisage it

being managed by a politically independent European Monetary Fund. It would be used in parallel with national currencies but could evolve into the single currency.

It would enable European businesses to cut transaction costs and also help in the effort against inflation.

The hard Ecu and the EMF - both of which could be introduced after 1994 - could provide "a basis for an agreement [on ERM] which meets both British concerns and also the aspirations of our Community partners," according to UK Chancellor Norman Lamont who presented the proposals.

Mr Bérégovoy also gave his implicit support to Britain's idea of a hard Ecu which was first floated by Mr John Major, UK Prime Minister, in 1989.

The latest UK Treasury ideas on the hard Ecu, tabled earlier this week, envisage it

being managed by a politically independent European Monetary Fund. It would be used in parallel with national currencies but could evolve into the single currency.

It would enable European businesses to cut transaction costs and also help in the effort against inflation.

The hard Ecu and the EMF - both of which could be introduced after 1994 - could provide "a basis for an agreement [on ERM] which meets both British concerns and also the aspirations of our Community partners," according to UK Chancellor Norman Lamont who presented the proposals.

Mr Bérégovoy also gave his implicit support to Britain's idea of a hard Ecu which was first floated by Mr John Major, UK Prime Minister, in 1989.

The latest UK Treasury ideas on the hard Ecu, tabled earlier this week, envisage it

being managed by a politically independent European Monetary Fund. It would be used in parallel with national currencies but could evolve into the single currency.

It would enable European businesses to cut transaction costs and also help in the effort against inflation.

The hard Ecu and the EMF - both of which could be introduced after 1994 - could provide "a basis for an agreement [on ERM] which meets both British concerns and also the aspirations of our Community partners," according to UK Chancellor Norman Lamont who presented the proposals.

Mr Bérégovoy also gave his implicit support to Britain's idea of a hard Ecu which was first floated by Mr John Major, UK Prime Minister, in 1989.

The latest UK Treasury ideas on the hard Ecu, tabled earlier this week, envisage it

Soares on course for second term

By Patrick Blum in Lisbon

SHORT OF a last-minute upset, Mr Mario Soares, Portugal's president, is expected to be returned with a handsome majority for another five years in Sunday's election.

Yet neither he, nor his main opponents, comes out of the election campaign looking particularly clean, after two weeks of mud-slinging.

Mr Soares still has a commanding lead and is likely to win without the need for a second ballot. According to an opinion poll by Publico, a respected daily newspaper, his support stood at 62.5 per cent. None the less, this compares with more than 70 per cent before the campaign.

Publico gave his nearest opponent, Mr Basilio Horta, supported by the small right-wing CDS party, 17.2 per cent. Mr Carlos Carvalhais of the hard-line Communist party (PCP) 9.5 per cent, and Mr Carlos Marques, representing a mix bag of far-left radicals and environmentalists, just 1.7 per cent.

About 9 per cent of those polled were still undecided, and abstentions could be close to 40 per cent. This high level reflects both popular weariness with a contest whose outcome looks predictable, and the nature of the campaign itself, which has been short on ideas and strong on insults. Much of the latter has come from Mr



PORTUGUESE ELECTIONS

Horta, whose staunchly right-wing views hark back to the perceived glories and certainties of the former regime and Portugal's

If 93 of Britain's top
100 businesses have woken up to
the benefits of Mercury,
shouldn't the other 7 be alarmed?



Since we started operating the first competitive telephone system in Britain 5 years ago, we've never looked back. Our digital network offers customers cost savings on both long distance calls in the UK and international calls. We also supply everything from paging services to data communications, public payphones to videoconferencing. Our success in the business sector means that more and more companies are waking up to the benefits of Mercury.

If you want to know more about Mercury call 0800 800 444 anytime.

LONG DISTANCE, YOU'RE MILES BETTER OFF ON MERCURY.


Mercury
COMMUNICATIONS

MERCURY COMMUNICATIONS LIMITED, A CABLE & WIRELESS COMPANY.

هكزامن الاصل

Italy agrees loans and credit deal for Algeria of \$7bn

By Francis Ghilès

ITALY has agreed to extend a package of loans worth \$7bn (\$3.5bn) to Algeria. Initial agreement was reached between the two countries during the visit President Chadli Bendjedid paid to Rome on December 20.

The Algerian head of state and his foreign minister, Mr Sid Ahmed Ghozali, were touring European capitals in an attempt to mediate between the west and Iraq over the Gulf crisis.

The package of loans, which is of the same order as that extended by Italy to the Soviet Union earlier last year, is meant as a gesture towards North Africa's largest country, which is engaged in bold reforms aimed at liberalising its political and economic system.

Hence a first tranche of \$2.5bn is earmarked for the refinancing, over the next seven years, of Italian state-guaranteed credits which fall due between January 1991 and January 1993. The remaining \$4.5bn, which will have to be raised through banks, will be spent on the purchase of Italian goods and services.

This package must also be set in the context of Italy's decision to virtually double the amount of natural gas it will

buy from Algeria over the next five years, which will lead to the doubling of the trans-med pipeline which, for the past 10 years has carried Algerian gas across Tunisia and the straits of Sicily to Italy.

ENEL, the Italian state-owned energy and chemicals group, has agreed to take 9bn cubic metres of gas a year more between 1994 and 1996 while ENEL, the state electricity company, is close to agreement with Algeria's state oil and gas monopoly about the purchase of a further 5bn cubic metres of gas a year. Last year, Italy was Algeria's largest hydrocarbon export market. Algeria and Italy have also agreed to set up a joint bank.

This move will be particularly welcome in Algeria, where the Banque d'Algérie is eager to attract foreign companies and banks following the liberalisation of investment laws last April.

The private Saudi group Al Baraka and the first foreign group to set up both a joint bank and a joint leasing company with Algerian partners.

The three leading French state banks, Société Générale, Crédit Lyonnais and Banque Nationale de Paris, only have representative offices in Algeria.

Japan to improve status of Koreans

By John Ridding in Seoul

JAPAN yesterday announced it would abolish its system of fingerprinting Korean residents in Japan and implement a number of other measures aimed at improving their legal status.

The measures, announced on the final day of a two-day visit to Seoul by Mr Toshiki Kaifu, the Japanese prime minister, were welcomed by Mr Roh Tae Woo, South Korea's president.

They resolve one of the principal irritants in relations between the two countries since the end of Japan's 1910-1945 colonial rule of Korea.

"I want the Korean residents to bridge the gap between the two countries in promoting mutual understanding. We are now ready for future-oriented relations with Japan," Mr Roh said.

Under the terms of an agreement signed by the foreign ministers of the two countries, fingerprinting of the 680,000 Koreans resident in Japan will cease by the end of 1992.

About 300,000 other foreigners in Japan will also be exempted.

Seoul has long demanded the end of fingerprinting for Korean residents, many of whom are descendants of Koreans shipped to Japan for forced labour during the Second World War.

In addition, Japan yesterday agreed to give expanded job opportunities to Korean residents, to ease regulations on the deportation of Korean resi-



Japanese Prime Minister Kaifu (right) before talks in Seoul yesterday with President Roh Tae Woo

dents and to extend to five years, from the current one year, the period within which Koreans are allowed to re-enter Japan after leaving the country. All third and later generation Koreans living in Japan will also be given permanent resident status. Despite the

official welcome given to the steps, some South Korean newspapers expressed disappointment that the system of fingerprinting was not abolished immediately.

Some also said that Japan was not doing enough to end the social discrimination fac-

ing Koreans living in Japan. During his second round of talks with Mr Kaifu, Mr Roh also called for steps to reduce South Korea's widening trade deficit with Japan. Last year, the deficit increased by more than 50 per cent to a record \$6.09bn (\$3.15bn).

Pilot error blamed for Indian air crash

By David Housego in New Delhi

THE crash of an Indian Airlines Airbus A-320 at Bangalore in February 1989 was due to the failure of the pilots to maintain correct speed on approach to the runway, according to a court of inquiry which reported yesterday.

The Airbus crash resulted in the death of 92 people and a government decision to ground the airline's fleet of 18 for several months. Domestic flights of the A-320 were only resumed last month after the fall of Mr V.P. Singh's administration and the formation of a new government under Mr Chandra Shekar.

The court of inquiry, under Justice K. Shivashankar Bhat, sees the probable cause of the crash in a pilot mistake of selecting an altitude of 700ft seconds before impact, instead of a vertical speed of 700ft. The report says that the vertical speed and altitude knobs on the flight control unit are close to each other.

The result of this mistake, the report says, was that the engine of the airliner which had been at a higher altitude, went into idle/descent mode.

"Failure of the pilots to realise the gravity of the situation" meant that they lost precious moments before opening the throttle of the engines. When they did so it was already too late.

In the wake of the crash, Mr

V.P. Singh's administration alleged that Airbus Industrie, the manufacturers of the A-320, had paid illegal commissions to the former government of Mr Rajiv Gandhi to secure orders for the aircraft - allegations that Airbus Industrie has denied.

The grounding of its A-320 fleet cost Indian Airlines Rs1.7bn (\$49m).

'Precious moments were lost' before throttle was opened

The report says that "no defect reported on the airframe, engines and their systems" prior to the crash - though it records one observation about the computer controls.

The report says the accident could have been avoided if Bangalore had been equipped with an instrument landing system (ILS). This is denied by the government in comments on the report.

The court of inquiry also makes clear that fewer lives would have been lost if the engines had been shut rapidly to reach the site of the crash which was near the airport building.

Eighty people died as a result of the fire in the front of the aircraft.

Thai worries about Iraqi debts

By Paul Taylor, Asia Business Correspondent, in Bangkok

THAI rice exporters at a recent meeting expressed increasing concern about the prospects for repayment of the baht 2bn (\$42m) Iraq owes them.

Nine Thai companies are each owed between 200m and 300m baht of high-grade rice which was exported to Iraq in 1989, before the Gulf crisis erupted. In December, the exporters, Huay Chuan Rice, Soon Hua Deng, Capital Rice, Hong Yeah Seng, Thai Hua Seng Thong, Chaiyaporn Rice, Siam Rice and Kiat, sent a letter to the Iraqi authorities seeking information about the overdue payments.

While the initial Iraqi response was said to be "positive" Baghdad is more recently reported to have told the Thai companies that it is unable to pay the debts because its assets have been frozen by countries complying with the UN trade embargo resolutions.

The Thai rice exporters' concerns have been heightened by

the open support which Thailand's Foreign Ministry gave last week to the US-led effort to persuade Iraq to withdraw from Kuwait. While the ministry's stand has won the endorsement of the prime minister, Mr Chatichai Choonhavan, it has also drawn criticism from the parliamentary opposition, which has argued that Thailand's involvement in the Gulf crisis is too costly.

Although the Thai rice exporters have received the approval of the Bank of Thailand, the central bank, to extend so-called packing credits by six months, several of the companies are now expressing concern that Baghdad may default on the credits and doubt that the Thai government would bail them out.

While Thailand remains the world's main rice exporting nation, the exporters' plight has been heightened by growing competition, particularly from Vietnam, which is emerg-

ing as an exporter of cheap, high-quality rice, and by a series of problems caused by pests and other calamities which have hit Thai production.

The Gulf crisis is adding considerably to the costs of the mostly foreign investors in Thailand's baht 30bn second petrochemical complex at Ma Ta Phud on Thailand's eastern seaboard, causing some of them to delay or re-evaluate planned downstream projects, according to Thai Olefins (TOC) and Aromatics (TAC).

Among prospective investors are Toyo Engineering of Japan for the Olefins plant, a consortium comprising Chiyoda and Progetti Lavori, which is bidding for the TAC's aromatics plant contract, and a UK-Thai consortium led by ICI of the UK, which has reportedly delayed opening tenders on a plant to produce PTA (Pure Terephthalic Acid) used in the production of polyester fibre.

Kaifu to launch regional initiative in Thailand

By Paul Taylor

JAPAN's prime minister, Mr Toshiki Kaifu, who arrives in Bangkok next week at the end of a five-nation Asian tour, is expected to call for a new partnership between Japan and South East Asian nations aimed at resolving the conflict in Cambodia and rebuilding the economies of Indochina.

Diplomats in Bangkok believe Mr Kaifu will use his three-day visit starting on January 18 as a launching pad for a significant foreign policy initiative, emphasising Japan's desire to strengthen its relations with ASEAN (Association of South East Asian Nations) countries and Tokyo's willingness to play an active role in resolving the Cambodian war, and then rebuilding regional economies.

The Japanese ambassador to Thailand, Mr Hisahiko Okazaki, told the Nation English-language newspaper in Bang-

kok that Mr Kaifu's expected policy speech in Bangkok would amount to a restatement of the so-called Fukuda Doctrine, which was unveiled in March 1977 in Manila by the then Japanese prime minister, Mr Takeo Fukuda.

The doctrine called for a dialogue between Asian nations and Indochina but was never really put into effect because of Vietnam's invasion of Cambodia the following year.

With the prospects for peace now improving, albeit at a painfully slow pace, it appears that Tokyo is now ready to play a more active role.

Japanese direct investment in Thailand remains strong. By some estimates a new Japanese factory opens here every three days.

More than 800 investment projects valued at about \$5.5bn (\$2.8bn) have been approved over the last four years.

Four consortia bidding for computer deal

FOUR international consortia have submitted final bids for a baht 2bn (\$42m) project to computerise the Thailand revenue department's operations - the biggest project of its type in the country, Paul Taylor writes.

The four groups, which submitted their bids last week, are a consortium led by IBM; one led by Digital Equipment's Thai subsidiary; a consortium comprising Siam Unisys, Tip In Tsai and SGV-Andersen Consulting; and a consortium led by Japan's NEC. A decision on awarding the contract is due in April.

The contract involves installing two big mainframes at the Bangkok headquarters, nine medium-sized mainframes in district revenue offices, and 48 small mainframes in the provinces together with desk-top computers. The project is due to begin this year.

IBM in Brazilian joint venture

By Christina Lamb in Rio de Janeiro

THE Brazilian government has authorised the country's first joint venture in the information technology industry.

The project, between IBM and the Brazilian company SID to produce microcomputers is the first concrete manifestation of the intention of the government of President Fernando Collor de Mello to liberalise the computer sector. It is also IBM's first joint venture in the world to produce one of its principal lines.

IBM and SID are the first to take advantage of the government's decision in October to allow joint ventures.

But information technology remains the most protected sector of Brazil's highly protected economy. A market reserve still operates, prohibiting the import of many products, including facsimile machines.

Although IBM has a strong

presence in Brazil it is forbidden to import microcomputers. Scientists estimate that the protection policy has left Brazil a generation out of date on computers and on average information equipment in Brazil costs three times the price outside.

In this first project, estimated at \$3.5m (\$1.8m), IBM is to provide technology and put up 30 per cent of the capital - the maximum possible under the conditions set by the Collor government.

According to Mr José Goldemberg, the science and technology minister, it aims to produce microcomputers for "personal use but more sophisticated than available here and at more attractive prices".

The PPS/1 model to be produced was launched by IBM in 1987. Mr Antonio Gil, president of SID, said he expected the venture, which will be based in

São Paulo, to be operational within three months and the first Brazilian model to be launched by the beginning of next year.

He said: "We aim to produce between 200,000 and 250,000 units over the next four years."

To start with, parts will be imported but gradually the index of national input will be increased.

Announcing the authorisation, Mr Goldemberg said: "We hope that as we open up, foreign companies will choose this route, producing in Brazil with Brazilian companies and generating employment here rather than simply opting for the solution of importing products."

To increase the competitiveness of its national computer industry the Brazilian government also announced an investment of \$840m in the sector over the next three years.

'Minister of cocaine' faces 30 years in jail

A FORMER colonel once known as Bolivia's 'minister of cocaine' could get 30 years in prison after being convicted of conspiring to smuggle the drug into the US, AP reports from Miami.

A federal jury took two hours on Wednesday to convict Mr Luis Arce Gómez, interior minister under Bolivia's military junta in the early 1980s.

"We never gave up. We kept looking for him," said Mr James Sheehy, a spokesman for the Drug Enforcement Administration.

"He was in charge of a government that became the worst thing we can envision - a government involved in the production and distribution of cocaine."

The defence lawyer, Mr Stephen Finja, said he would appeal. Sentencing was set for March 22.

Ten Chicago brokers and traders convicted of fraud

By Barbara Durr in Washington

THE US government achieved a breakthrough in its investigation of trading fraud in the futures markets this week when a Chicago federal jury convicted 10 soybean brokers and traders of fraud and racketeering.

The convictions appeared to breathe life into the government's efforts to fight fraud in the Chicago trading pits. The investigation had stalled after the government failed last summer to win convictions of three Swiss franc futures traders on most charges against them.

In the latest trial, the second of three, six brokers and four traders of soybeans from the Chicago Board of Trade faced more than 300 charges including racketeering, mail and wire fraud and violations of the Commodities Exchange Act.

Only one of the nine charged with racketeering was acquitted of that charge.

Each racketeering count carries maximum penalties of 30 years in prison, a \$250,000 (\$130,000) fine and forfeiture of personal assets. Sentencing will come later.

During the trial, which began on September 10, prosecutors alleged that the defendants engaged in illegal after-hours trading known as "sub trading", in which brokers passed along losses to independent traders in return for profitable trades later.

Those convicted this week were among 48 people indicted for fraud in 1989 after a two-year Federal Bureau of Investigation inquiry. Federal prosecutors said their investigations would continue and more indictments were promised.

Changing trade patterns put canal widening on hold

The Panama authorities may instead decide to let transit times exceed 24 hours, reports Tim Coone

PLANS to widen the narrowest part of the Panama Canal to boost handling capacity have been placed on hold as a result of the latest trade projections by the Panama Canal Commission (PCC).

Changes in world trade patterns have modified the PCC's traffic forecasts to the point where the \$400m (\$207m) projected widening of the Gaillard Cut could well be postponed until the end of the decade, close to the December 31 1999 deadline when the US is to cede control over the canal to Panama.

US fears over possible deterioration in the administration of the canal after this date lay behind the December 1989 invasion to oust General Manuel Antonio Noriega and his Panamanian Defence Forces.

The invasion solved that problem and cleared the way for more amicable relations between Panama and the US over investment decisions in the canal, such as the Gaillard Cut widening. It seems that decision may now be left to the Panamanians themselves anyway, given the PCC's latest traffic forecasts.

According to studies by the

executive planning division of the PCC, the "pinch point" when average transit time through the waterway will take longer than 24 hours, will not occur until the year 2007 or 2008. This is some 10 years later than previous estimates made as recently as two years ago by the canal's then-deputy administrator, Mr Fernando Manfredo.

The Gaillard Cut is the 70km waterway's narrowest point, and is named after the US engineer who built it at the beginning of the century. Here the canal had to be blasted through a hill of solid rock.

Large "Panamax" ships are at present restricted to one-way and daytime-only operation through it. An average of 33 ships a day use the canal. One-fifth are the large "Panamax" ships, wider than 100ft (the lock chambers are 110ft wide).

Widening the cut to permit two-way operation of these vessels would cost an estimated \$400m. However, according to Mr Richard Wainio, director of the executive planning division of the PCC, "we would only do it if the shipping world considers it useful and shippers are willing to pay the price."

He said the project as at present planned would require an 11-year construction period, and would be financed out of toll revenue. Tolls would have to be raised some 10 per cent above their present \$2.01 per net ton, as the canal is run only to break even.

PCC statistics show that traffic through the canal has not grown significantly during the past decade. The trans-isthmus oil pipeline, transport using the US rail network, and the international relocation of Japanese manufacturing facilities have all taken business away. Most significantly, container and car traffic, the highest revenue earners for the PCC, are down. Containers on the US Far East trade are being diverted to the US west coast and the US rail network. The opening of Japanese car making facilities in the US has reduced car shipments.

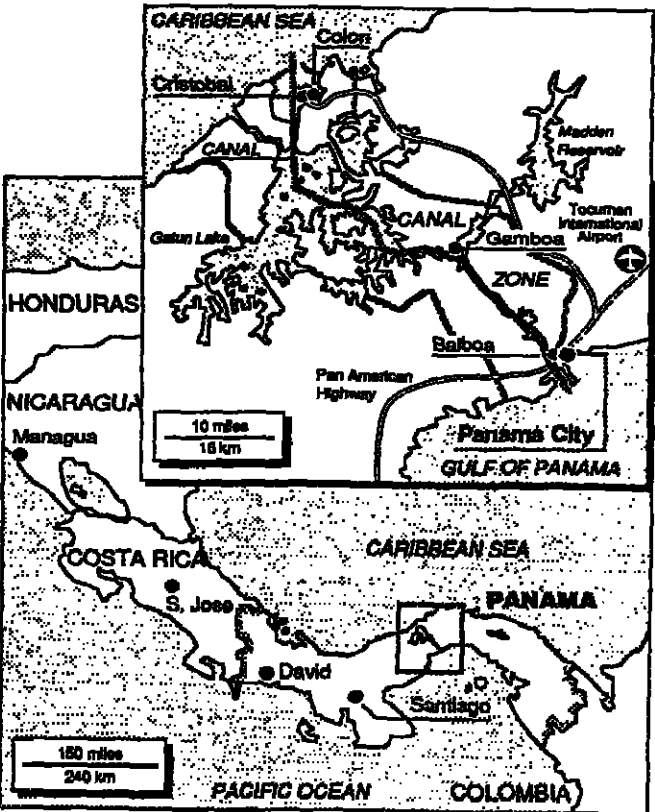
Mr Wainio says the Panamanians might reasonably opt not to widen the cut, and instead use more commercial criteria in the canal's operation, by allowing average transit times to extend beyond 24 hours, which would run the canal at its full capacity and maximise income without making big

investments. The Gaillard Cut project could thus be postponed for several decades.

The recent Gulf crisis however, and a sudden shift in trade routes, might have caused planners in Washington to consider hastening the project's start before the canal is handed over in 1999.

According to Mr Wainio, movements of petroleum products and phosphate rocks through the canal have surged since August. Far Eastern buyers have stepped up purchases of US refined products to replace the loss of Iraqi supplies, and concern over the continuity of phosphate rock supplies from Jordan in the event of a Middle East war has resulted. In greater trade between Florida suppliers and the Far East, Venezuela and Ecuador have also stepped in as important new oil suppliers to the Latin America and US markets, he said.

A long-term shift in trade patterns however, such as might be caused by the outbreak of war, could once again modify the PCC's traffic forecasts and thereby its investment plans. "All long-term forecasts are subject to modification," Mr Wainio admitted.



UK to finance Zimbabwe trucks

Britain is to provide 224.7m in development aid grant to Zimbabwe to help finance a \$70m order for trucks which has been placed with ERF of Cheshire and AWD of Dunstable, Peter Montgomerie writes.

The move, from the government's aid and trade provision, is part of a £1n package arranged by Chartered WestLB with the backing of the Export Credits Guarantee Department (ECGD).

Businessmen and diplomats claim the corruption in Argentina has got out of hand.

On the other hand, it helps the government meet a development policy objective of upgrading Zimbabwe's transport, and is also providing work for the truck makers and their suppliers at a time of severe market downturn.

The investment is aimed at improving working conditions in SKF's plant at Penabaz, just outside Port Elizabeth.

The Pakistani authorities yesterday ordered more troops into the south-western town of Shang, some 250 miles from Islamabad, after a parliamentary deputy was shot dead, Farhan Bokhari writes from Islamabad.

Mr Easul Haq, an MP and leader of a Sunni Moslem group, was shot as he arrived at a polling station to cast his vote in yesterday's parliamentary elections. Police arrested six people in connection with the killing.

Later, the nephew of a candidate opposed to Mr Qasmi's group was killed by gunmen.

Singapore manufacturing boost

Manufacturing investment commitments in Singapore rose 97 per cent to \$82.48bn (£74m) in 1990 after a 2.5 per cent fall in 1989, the state-run Economic Development Board (EDB) said, Reuters reports from Singapore. The commitments were made mostly by foreign companies, with a total portion totalling \$3288.8m against \$5333m in 1989.

EDB chairman Philip Goh said uncertainties in the Gulf and the weakening of the United Arab Emirates' economies "will cloud our investment promotion efforts" in 1991.

Whisky lobby in Taiwan protest

New liberalised duties on imported spirits announced in Taiwan drew strong protests yesterday from the Scotch whisky industry, Philip Rawstone writes.

Under the proposals, duty to be introduced on April 1, the duty on Scotch whisky will be about three times as high as that on bourbon and other US whiskies. Mr Bill Bewsher, director general of the Scotch Whisky Association, said yesterday: "The decision to liberalise the market for Scotch whisky is welcome, but such liberalisation can only work fairly if it includes a uniform duty rate for all spirits."

Under the proposals, duty to be introduced on April 1, the duty on Scotch whisky will be about three times as high as that on bourbon and other US whiskies. Mr Bill Bewsher, director general of the Scotch Whisky Association, said yesterday: "The decision to liberalise the market for Scotch whisky is welcome, but such liberalisation can only work fairly if it includes a uniform duty rate for all spirits."

Telecoms watchdog approves lower accounting rates for transatlantic calls

Carsberg urges cheaper calls to US

By Charles Leadbeater, Industrial Editor

SIR BYRON Carsberg, the director general of Ofcom, the telecommunications industry regulator, yesterday urged British Telecom and Mercury Communications, to cut prices for telephone calls to the US after approving sharply lower accounting rates for transatlantic calls.

The accounting rates, which set the amount which BT and Mercury pay their foreign counterparts for carrying a call to its final destination, will be almost halved in the next three years. The route between the UK and the US is the busiest intercontinental route in the world.

BT has blamed artificially

high accounting rates for the high levels of call charges. It makes large profits on its international services.

Sir Bryan said reduced accounting rates should lead to cuts in prices for international calls so that they are closer to the costs of providing the service. This would help to stimulate international traffic, he said.

However, BT refused to commit itself to any cuts in transatlantic charges. The company said any move on international prices would have to await the outcome of its discussions with Ofcom and the Department of Trade and Industry over the introduction of a cap on inter-

national phone charges.

Mercury said the cut in accounting rates would not lead to any dramatic reduction in call charges as accounting rates were only one factor in determining prices.

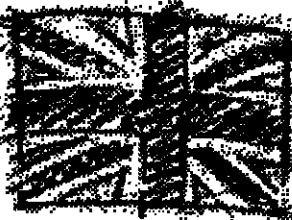
Ofcom announced in October that it was planning to cap BT's international calls charges in view of the company's high profit margins on these services. The negotiations over the price cap are expected to be concluded within the next few weeks.

Sir Bryan said he hoped the agreement to cut accounting rates for calls to the US would lead to similar reductions on other routes.

In a separate development, Sir Bryan gave a London conference further details of how Ofcom and the government intend to introduce greater competition into the UK telecommunications market. The move follows the publication of consultative proposals last November.

Sir Bryan said that equal access - one of the central proposals that would allow local customers to choose which long distance carrier to use by dialling a special code - would only be introduced if a telecommunications provider were to press for it strongly in order to promote greater competition.

BRITAIN IN BRIEF



Barclays makes stern wage offer

Barclays Bank made a stern start to the banking pay round by offering a 7 per cent rise to 75,000 staff. The bank declared its belief in the need for lower pay settlements nationally to help reduce inflation and interest rates.

Barclays' offer was immediately rejected by both the Barclays Group Staff Union and Bifa, the financial services union. A Barclays settlement is likely to influence strongly other banking settlements in April. The offer comes at the start of what is likely to be a tough bargaining year for the clearing banks and other financial services companies.

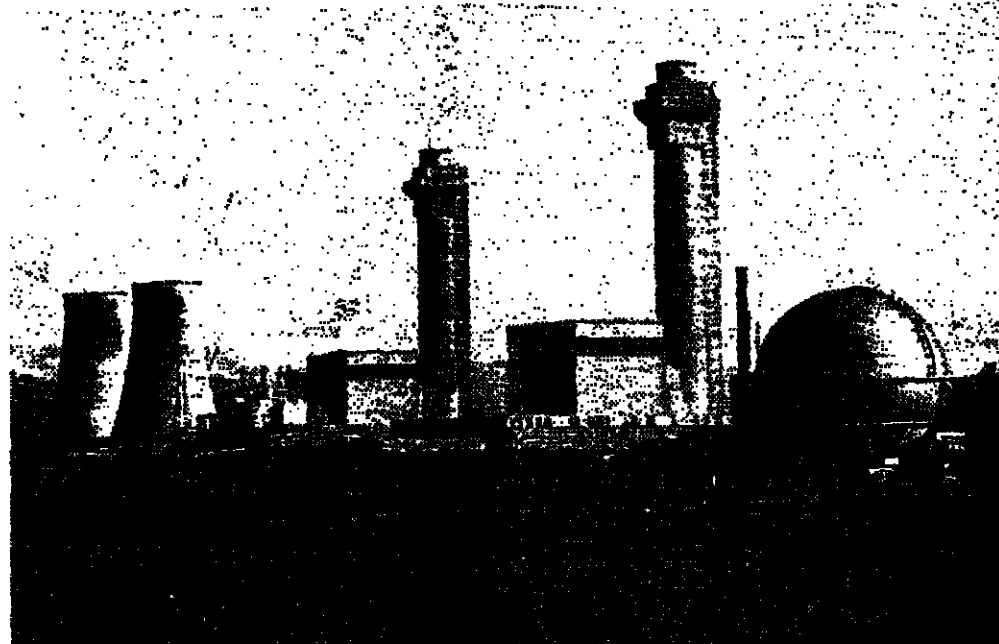
Coal sales are likely to slump

British Coal's sales to UK industry are likely to fall dramatically over the next 10 years, according to a report on the £300m-a-year industrial coal market.

The report predicts annual sales of only 1m tonnes by the end of the decade, compared with 6.5m tonnes last year. Imported coal and gas will replace much of British Coal's lost business, while the market itself will shrink - primarily because of the environmental need to curb sulphur dioxide emissions.

New term for fair trade chief

Sir Gordon Borrie, director general of fair trading, has been reappointed for a further year when his present term of office expires in June. The move, announced by Mr Peter Lilley, trade and industry secretary, ends recent



British Nuclear Fuels may extend compensation plan

British Nuclear Fuels may extend its radiation compensation scheme to cover all external contract employees working at BNFL sites. The move follows the record payment of £150,000 to the widow of a contract worker who died of leukaemia after being exposed to high doses of radiation at the Sellafield nuclear reprocessing plant (above) in north west England. BNFL said the payment to Mrs Brenda Dunn, whose husband died of chronic myeloid leukaemia at the age of 31, was the maximum award payable under the company's compensation scheme.

speculation over Sir Gordon's successor.

Sir Gordon was first appointed as director general in 1976, replacing the late Sir John Methven, and has been reappointed twice.

Bus merger is reversed

Stagecoach Holdings, one of Britain's biggest and most acquisitive bus groups, has bowed to a government ruling that it should reverse its takeover of Portsmouth Citybus.

It has agreed to sell the company's routes and assets to Transit Holdings for an undisclosed sum.

This is the first occasion since the deregulation of Britain's bus industry in 1985 that a bus company merger has been reversed as a result of government intervention.

Verdict in credit card case

Eight London businessmen and shopowners involved in an international "mafia-style" multi-million-pound credit card fraud have been jailed.

Ice cream plant to close down

Bird Eye Wall's, Britain's largest ice-cream manufacturer, is to close its Leeds factory, in the north of England, with the loss of 180 jobs. The factory is due to close in April.

The move will leave Gloucester, with annual capacity of 130m litres, as Wall's only factory in the UK. The Treats plant at Leeds, which had made ice lollies and other ice-cream products since 1964, was only one-tenth the size.

Redevelopment wins go-ahead

Businessman Peter de Savary's £200m plan to redevelop a run-down fishing harbour as

a huge leisure complex has been given the go-ahead by planners.

The scheme, comprising 1,000 luxury homes and holiday accommodation for 3,500 people in Cornwall, in south-west England, will now go before the local council for final approval.

Mr de Savary earlier overcame protests from conservationists by agreeing to sell nearby land to the Royal Society for the Protection of Birds for £1.

Warmest year on record

Last year was the warmest since records began, according to the Meteorological Office, whose announcement will be widely viewed as supporting evidence for global warming.

Global average temperatures were 0.05 C higher in 1990 than during 1989, the previous highest year. Last year was particularly warm in Europe, western Siberia, the Far East, most of the US and southern Canada. March was easily the warmest on record.

Six of the seven warmest years since records began 140 years ago have all occurred since 1980, the Met Office said.

Labour to fight election on tax and inflation

By John Mason

THE opposition Labour Party's intention of basing its campaign strategy from now until the next general election on the economy and the new poll tax was endorsed yesterday.

At a biannual strategy meeting of its "shadow cabinet", members based their confidence upon private polls carried out for the party demonstrating considerable public concern about the future prospects for the economy.

A senior party source said public concern about rising unemployment is increasing with people concerned that service industries and the financial sector could suffer during the recession.

Mr John Smith, the opposition spokesman on economic affairs, said this was something that Conservative MPs would have to answer for to their electorates.

He said all the current economic problems could be traced directly to the government's incompetence in creating a boom simply to help themselves win the 1987 election. He pointed out that despite the benefits of North Sea oil Britain's competitiveness still lagged behind its EC partners. The polls also suggest that Labour's support has remained firm at about 40 per cent since Mr Major became prime minister.

Electricity privatisation

Package designed to deprive investors of easy profits

By David Thomas and Claire Pearson

A PACKAGE of measures designed to deprive City of London investors of easy profits in the two generating companies heading for privatisation by the government was announced yesterday.

The measures are likely to dismay some investing institutions, already smarting following this week's decision by the government to retain a 40 per cent stake in National Power and PowerGen after their flotation next month.

The proposals were unveiled at the launch of the marketing campaign for the two generators when the government confirmed that investors will have to buy units of shares in both companies at a common price.

This arrangement is designed to stop investors favouring one company over another.

Each company's shares will be traded separately after dealings start.

Further controversy arose over the issue yesterday when the opposition Labour party threatened to use the government's stake to intervene in the companies if it came to power after the next general election - which must be called by the end of 1992.

Labour opposes the cost-cutting plans of the companies, notably for more coal imports and new gas-fired power stations.

Kleinwort Benson, financial adviser to the government, has devised an unusual way of selling shares to institutions in an attempt to avoid charges of underpricing made after the sale of the 12 regional electricity companies last month.

Some shares will be held back for underwriting institutions which will be invited, just before dealings start, to bid for them at levels above the fixed price at which most of the issue will be sold.

Before this price is struck, financial intermediaries both in the UK and overseas will be required to submit reports on levels of demand among their clients.

In addition Kleinwort Benson is considering whether primary underwriters - banks who initially take on the risk - can be cut out altogether.

But details of the idea are not yet clear.

Some investing institutions and merchant bankers reacted sceptically. "It looks too clever by half," one said.

Incentives in the form of

cash discounts off the share price and loyalty shares will be offered to individual investors, Kleinwort Benson said.

Kleinwort also said it intends to undertake more than usually thorough research into institutional demand before setting the share price. Payment will be in two instalments, with the minimum investment likely to be £500 on a fully-paid basis.

The government is considering whether it will nominate directors and what form a golden share in the companies could take.

Mr John Wakeham, energy secretary, yesterday did not rule out all government intervention in the companies, although he stressed that management would be left to manage.

He said: "Our position as shareholder in the company will be the same as any other shareholder."

We have power to influence and vote at the annual meeting but we shall not sit there and run the day-to-day affairs of the company or seek to interfere in that sort of way."

Observer, Page 14
Electricity company results, Page 24

ONLY SIA FLIES 30 TIMES EVERY WEEK DIRECT TO SINGAPORE.



THE ALL 747 SERVICE ROUTED FAR AWAY FROM THE GULF.

Only Singapore Airlines offers you the choice of 30 direct flights, all routed far away from the troubled Gulf region, from 13 European cities to Singapore, and beyond to the rest of East Asia, Australia and New Zealand. All our flights are on MEGATOP or BIG TOP 747 aircraft, so you will be relaxing in the comfort of the world's most modern fleet whilst enjoying inflight service even other airlines talk about. **SINGAPORE AIRLINES**

مكثان الأصيل

LAND ROVER

Brazilian plant to make British cars

By John Griffiths

LAND ROVER, the four-wheel-drive subsidiary of Rover Group, is setting up a Brazilian subsidiary which could lead to production of up to 18,000 vehicles a year from 1993 onwards.

Such a plant would represent a major expansion for Land Rover, whose production of 68,621 vehicles last year was a record.

The venture, if its main objectives are achieved, would require the use of a high level of Brazilian-sourced components, and would represent Land Rover's first integrated overseas manufacturing venture.

Currently, there are seven Land Rover assembly operations around the world but none in Latin America.

Production at the existing overseas plants relies on kits supplied by Land Rover's UK manufacturing centre at Solihull, central England.

Land Rover is seeking to take advantage of last year's lifting by the debt-laden Brazilian government of a ban on vehicle imports which had been in place since 1974.

The British government, however, also imposed an 85 per cent general import tariff

which, with local taxes, makes an imported European vehicle four times as expensive as its domestic market.

Manufacture, using a high level of locally-produced components, is thus seen as the only practical way of developing a sizeable presence in the Brazilian market, where about 750,000 vehicles were produced last year.

Land Rover believes that about 50 per cent of output could be exported to other Latin American countries.

Feasibility studies into establishing a sales and distribution operation initially, followed by manufacturing, have been going on since August last year.

As a result, a wholly-owned subsidiary, *Land Rover do Brasil*, is planned to become operational in Sao Paulo by the end of February.

Initially, it will be responsible for developing a sales, marketing and dealer network to import the company's luxury Range Rover models, which Mr Richard Morley, the programme director, said yesterday could be sold at a rate of up to 2,000 units a year.

The feasibility study for the manufacturing plant will continue in parallel with the development of the sales network, with the expectation that an integrated manufacturing operation would get under way at the start of 1993.

Mr Morley, who for 15 years has held senior executive positions within British Leyland, the former state-owned motor manufacturer which has since been sold to British Aerospace as the renamed Rover Group, said it was likely to take at least until the end of the year to decide whether, and in what precise form, the manufacturing operation should proceed.

Despite the initial sales of Range Rovers, he said the "real market" would be for Land Rover's more traditional and rugged "Defender" workhorse, used in agriculture and forestry applications.

Land Rover would hope to achieve 50 per cent local content at start-up, and move up rapidly to higher levels.

Mr Morley, 53, first joined Leyland 15 years ago, as managing director of Leyland-Land Rover in Nigeria.

He held similar positions with Leyland Bus and Truck in Brussels and Rover Ireland, but left Rover two years ago for Leyland DAF, in order to

manage the overseas Land Rover operations.

Land Rover itself does not own or operate existing assembly operations, in Australia, Kenya, Malaysia, Turkey, Zaire, Zambia and Zimbabwe. Instead, these are supplied through DAF, the Dutch truck maker which merged with Leyland Vehicles in 1987 and in which Rover has a 16 per cent stake.

In its British Leyland days, Leyland Vehicles operated world wide under the name of Land Rover-Leyland.

Mr Morley rejoined Rover in August last year to undertake the Brazil study.

Yesterday he acknowledged difficulties encountered by other manufacturers operating in Brazil.

General Motors, Ford, Scania and Fiat, for example, have all complained about being placed under too heavy profit pressures by the Brazilian government.

Mr Morley, however, said the government had the problem of striking a balance between encouraging manufacturers to be competitive, and the reality that they had been protected from competition for the past eight years by the imports ban.

PEUGEOT TALBOT

UK motor subsidiary cuts jobs and output

By John Griffiths

PEUGEOT Talbot, the French vehicle group's UK subsidiary, is to shed 335 jobs and cut car output for the second time in three months, the company told its 4,300 workforce yesterday.

The company, based in central England, blamed the collapse of UK car sales, shrinking overseas markets and the Gulf crisis for its decision. The move is only one of several retrenchments by the UK vehicle industry as the UK's recession bites deeper.

Ford is also planning to shed some 800 jobs this year, although most of these form part of an already known, long-term programme to cut costs.

Rover plans to cut a total of 1,226 jobs in the engine and gearbox sections of its Long-

bridge plant at Cowley, where its ageing Maestro, Montego and 800 ranges are built, and at its Swindon pressings plant. Jaguar also plans to shed 900 jobs through natural wastage.

Statistics published by the Society of Motor Manufacturers and Traders this week showed new car sales falling more than 27 per cent in December, the biggest monthly drop on record.

Peugeot Talbot union leaders said they would fight the cuts, which bring to nearly 700 the number of job losses announced at the company since November. Most jobs will go at the Ryton assembly plant but some will also go at the nearby Stoke components facility.

Car output is to be cut from 2,400 a week to 2,100 from

February 4. This means that weekly output will have dropped by just under 20 per cent since November, when 2,600 a week were being built of the Peugeot 405 models which are the only vehicles produced at the plant.

Mr Tony Woodley, of the TGWU transport union and national officer for the motor industry rejected company claims that the latest cuts could be achieved voluntarily and through natural wastage.

"Peugeot must think again. We are actively encouraging the workforce to resist these redundancies," said Mr Woodley, who also chairs the union side of Peugeot Talbot's joint negotiating committee. The plant's union officials are expected to meet shortly to consider their course of action.

In a letter to Mr Geoffrey Whalen, Peugeot Talbot's managing director, calling for the cuts to be reconsidered, Mr Woodley claimed they could jeopardise the plant's future.

Mr Whalen, however, said he considered the problems to be relatively short term. Despite the UK's worsening problems, Peugeot Talbot achieved record output of 116,000 cars last year, up from 107,000. Of these, 70 per cent were exported. But the West European market has also gone into a downturn in recent months, after five years of record sales.

"If as we expect, the market for our cars in Europe increases in 1992 and beyond, Ryton's capacity to produce 120,000 cars a year should be fully utilised," he said.

Economic table talk to fill a long weekend in the country



Chevening: ancestral home and venue for an annual economic think-tank on the Budget

LATER today, Mr Norman Lamont, the UK chancellor of the exchequer, his fellow Treasury ministers and a select group of top officials head for Chevening, the ancestral home of the Earls of Stanhope in the Kent countryside, writes Peter Norman.

Although this government "grace and favour" mansion is well equipped for an elegant Edwardian-style country weekend, the purpose of the trip will be to have a sobering, first look at the government's budget options for 1991-92.

In recent years, Treasury spokesmen have gone out of their way to play down the importance of the Chevening weekend. This year, following last November's change of prime minister, chancellor and much of the Treasury ministerial team, the talks will be more exploratory than usual. With war looming in the Gulf, any economic judgments will be hedged with much uncertainty.

But certain things are clear. The chancellor will frame his budget knowing that a general election has to be fought within the next 18 months; that Britain is in recession and that years of budget surplus are coming to an end. While the political pressure to facilitate a fourth Conservative election victory will mount, his economic room for manoeuvre is small.

The main constraint on Mr Lamont remains the need to lower inflation. Although the Treasury is now convinced that retail price inflation has peaked, it is unsure whether this applies to wage inflation.

This uncertainty helps explain why the Treasury is in no hurry to lower interest

rates in the face of growing evidence of serious recession. Indeed, some officials regard the pound's languishing in the lower half of its fluctuation band in the exchange rate mechanism of the European Monetary System as positively beneficial to Britain's medium-term economic prospects.

That might mean short-term pain, particularly for mortgage holders. But the reward could be reaped in a budget-time interest rate cut and greater success in the battle against inflation, which would pave the way for eventual economic recovery.

As the economic picture has deteriorated, so have the government's finances. But this lurch into deficit might be less of a constraint on the chancellor. He has said that he "sees nothing wrong" in the government running a "modest" budget deficit if output is below trend. A deficit would allow the government to experiment with the flotation of bonds denominated in European Currency Units or even hard Ecu.

However, Mr Lamont has declared that he is no fiscal "fine tuner". He will be no more inclined to change taxes to boost the economy than his immediate predecessors.

Although Mr Lamont has been a Treasury minister for many years, it is highly unlikely his 1991 budget will go down in history as a milestone on the road of tax reform.

The rapid turnover of Treasury ministers since Mr Lawson's replacement by Mr John Major in October 1989 is one factor behind the ebbing of reforming zeal.

Another is the need for the Treasury and other departments to sort out the mess left by the community charge - the new system for local taxation. A third factor is the legislative timetable.

According to Mr Bill Robinson, the director of the Institute for Fiscal Studies, "Tax reform happens in budgets after elections - not before."

But Mr Lamont will not want to go down in history as a "do-nothing" chancellor who - should the government fail to win the election - made no mark while holding high office.

He is regarded by taxation policy experts as a man who favours "fiscal neutrality", which means he is in favour of a "level playing field" in the tax system without special privileges for sectional interests or groups of individuals.

He is also thought to be more of an economist as chancellor than Mr Major, who always had his eyes on a "level playing field" in the tax system without special privileges for sectional interests or groups of individuals.

If the government finances allow - and here war in the Gulf could be a serious limiting factor - it would be logical to expect him to consider some relief for less well-off citizens while maintaining a firm fiscal stance.

He also might decide to do more to promote savings, building on Mr Major's 1991 budget decisions to end composite rate tax from April and introduce Tassas - the new tax exempt savings accounts.

Such goals would fit in well with the prime minister's known views on taxation and might even help the chancellor achieve his important, but unstated, goal of ensuring Mr Major's re-election.

Regus

Your office in:
LONDON
MADRID
PARIS
BRUSSELS
BUDAPEST
COPENHAGEN
WASHINGTON D.C.
LOS ANGELES
SAN FRANCISCO

Immediately available. Fully furnished and equipped offices. Secretarial support services. Conference & Meeting Facilities. Prestigious Locations.

Tel London +44 71 753 2222
Telex + 32 3357202
U.S.A. Toll Free 800 778 8330

BUSINESS SOFTWARE

A selection of software packages to suit your business needs appears every Saturday in WEEKEND FT.

Order your copy today.

Hand-Delivery now available in

MOSCOW
WARSAW
BUDAPEST

For subscription details or more information contact Andrew Taylor in Frankfurt

Phone 49 - 69 - 7596118
Fax 49 - 69 - 7226777

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

HYATT HOTELS & RESORTS

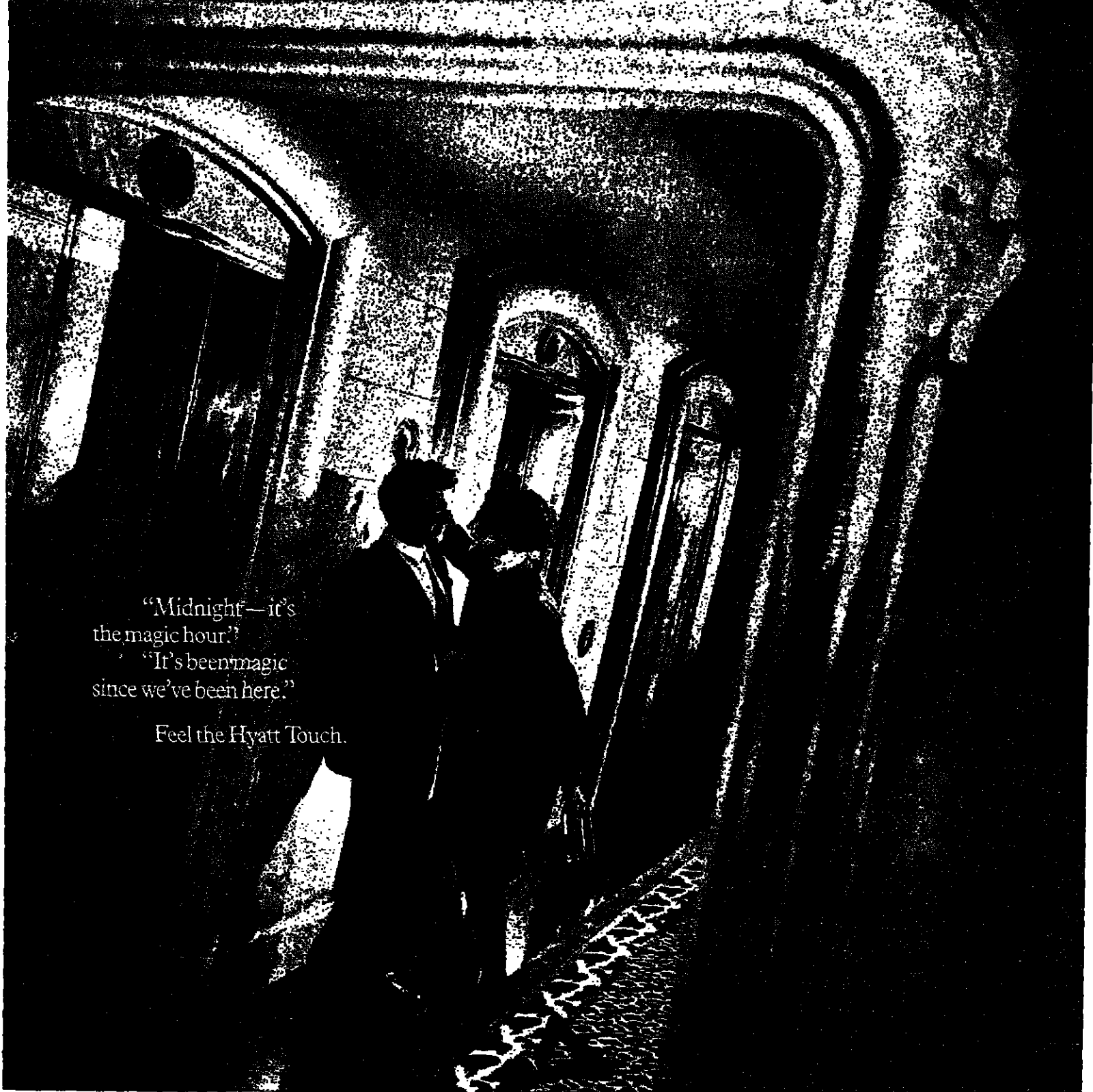
ASIA PACIFIC

HOTELS

- Australia
 - Hyatt Regency Adelaide
 - The Hyatt Hotel Canberra
 - Hyatt on Collins Melbourne
 - Hyatt Regency Perth
 - Hyatt Regency Sydney
 - Park Hyatt Sydney
- People's Republic of China
 - Hyatt Tianjin
 - Hyatt Regency Xian
- Hong Kong
 - Hyatt Regency Hong Kong
 - Grand Hyatt Hong Kong
- India
 - Hyatt Regency Delhi
- Indonesia
 - Hyatt Aryaduta Jakarta
 - Hyatt Regency Surabaya
 - Grand Hyatt Jakarta (opening early '91)
- Japan
 - Century Hyatt Tokyo
- Korea
 - Hyatt Regency Pusan
 - Hyatt Regency Seoul
- Malaysia
 - Hyatt Kimabulu
 - Hyatt Sijangja Hotel & Country Club (K.L.)
- New Zealand
 - Hyatt Kingsgate Auckland
- Philippines
 - Hyatt Regency Manila
- Singapore
 - Hyatt Regency Singapore
- Taiwan
 - Grand Hyatt Taipei
- Thailand
 - Grand Hyatt Erawan Bangkok (opening mid '91)

RESORTS

- Australia
 - Hyatt Regency Sanctuary Cove (Gold Coast)
 - Hyatt Regency Coober Pedy (Sunshine Coast)
- Fiji Islands
 - Hyatt Regency Fiji
- French Polynesia
 - Hyatt Regency Tahiti
- Indonesia
 - Bali Hyatt
 - Grand Hyatt Bali (opening early '91)
- Korea
 - Hyatt Regency Cheju
- Macau
 - Hyatt Regency Macau
- Malaysia
 - Hyatt Kuantan
- Mariana Islands
 - Hyatt Regency Saipan
- New Zealand
 - Hyatt Kingsgate Rotorua



"Midnight - it's the magic hour."
"It's been magic since we've been here."

Feel the Hyatt Touch.

Asia Pacific

HYATT
HOTELS & RESORTS

For reservations and more information about Hyatt Hotels and Resorts worldwide, call your travel planner or in London call (071) 580-8197. In the U.K. call toll-free (0345) 581-666.

Hyatt Hotels worldwide encompass hotels managed or owned by two separate companies - Hyatt Hotels Corporation and Hyatt International Corporation.

Er De
DANSK
eller
SVENSK
Se FT, Lordag: International Property.

SUNKYONG INDUSTRIES LIMITED

(Incorporated in the Republic of Korea with limited liability)

US\$40,000
1/2 per cent. Convertible Bonds Due 2008

NOTICE OF CONVERSION PRICE ADJUSTMENT

We hereby give notice to the holders of the above described bonds that, in accordance with the terms of the Trust Deed dated 14th September 1990, the conversion price was decreased from Korean Won 31,881 to 27,371 effective 1st January 1991. This adjustment is a result of rights and bonus issue of 20 per cent. and 10 per cent. respectively approved by a general meeting of shareholders which was held on 30th August 1990.

The David Watt Memorial Prize

An annual prize of £2000 is awarded each year as a tribute to a man widely regarded as one of the UK's outstanding writers, thinkers and political commentators.

It was introduced in 1988, following the tragic and untimely death of David Watt, to commemorate his life and work.

To be eligible for the prize, writers must be actively engaged in writing on international and political matters for newspapers and journals, and in the English language. In the opinion of the judging panel their writing must have made an outstanding contribution towards the clarification of international and political issues and the promotion of greater understanding of such issues.

The Memorial Prize is organised, funded and administered by RTZ to whom entries should be sent.

Full details and entry forms are available from The Administrator, The David Watt Memorial Prize, RTZ Limited, 6 St. James' Square, London SW1Y 4LD. Closing date for entries and nominations is 18th March 1991.

هكزامن النجھل



THE JOHN DEE GROUP

Following the appointment of Joint Administrative Receivers to The John Dee Group of Companies the following businesses are available for sale

Based In County Durham
Appointees: D.M. Middleton & G.S. Goldie

John Dee Group Limited

- Depots in Darlington and Gloucester
- Long Term Contracts
- Turnover £5.5m.

John Dee European Limited

- Overseas Contracts
- Motor Vehicles
- Freehold Property at Coundon
- Parking Facilities
- Turnover £1.7m.

John Dee Transport Limited

- Long Established General Hauliers
- Specialist Equipment for Abnormal Loads
- Large Fleet of Modern Vehicles
- Aeroplane
- 12 Acre Site
- Freehold Property
- Turnover £7m.

Coundon Commercials Limited

- Workshop Facilities
- Experienced Staff
- Capacity for Third Party Work
- 8 Acre Site at Coundon
- Turnover £0.5m.

John Dee Warehousing Limited

- Extensive Long Term Warehouse Contracts
- Handling Equipment
- Loyal Staff
- Turnover £0.9m.

Appointees:
D.M. Middleton & R.M. Addy

John Dee Southern Limited

- Based at Dunstable
- 450,000 sq ft Covered Warehousing
- Handling Facilities
- Term Contracts
- Vehicles
- Turnover £9.5m.

Appointees:
D.M. Middleton & S.J. Taylor

John Dee Midlands Limited

- Based at Ilkeston
- Large Leasehold Premises
- Vehicles & Handling Equipment
- Turnover £3m.

Appointees:
D.M. Middleton & M.J. Moore

John Dee Yorkshire Limited

- Based at Rothwell
- Leasehold Property
- Warehousing & Workshops
- Office Accommodation
- Contracts
- Vehicles
- Turnover £4.6m.

Appointees:
D.M. Middleton & J.D. Harrison

John Dee North West Limited

- Based at Haydock
- Warehouse (Leasehold)
- Back to Back Contracts
- Vehicles & Handling Equipment
- Turnover £2.2m.

Appointees:
D.M. Middleton & F. Blin

John Dee Scotland Limited

- Freehold Property in Airdrie
- Warehouse, Offices, Workshop
- Handling Equipment
- Vehicles
- Valuable Contracts
- Turnover £0.6m.

FOR FURTHER INFORMATION PLEASE CONTACT:

John Munroe, Cork Gully, Mainsforth Industrial Estate, Mainsforth Road, Ferryhill, County Durham, DL17 9DE.
Telephone 0740 651129 Telex 58190 Jon Dee Fax 0740 654870

Cork Gully is authorised in the name of Coopers & Lybrand Deloitte by the Institute of Chartered Accountants in England and Wales to carry on Investment Business.

Cork Gully

Touche
Ross

Viga Sports and Leisure Wear Limited (In Administrative Receivership)

The business and assets of the above company are offered for sale.
The Company is engaged in the distribution of its own brand of sports and leisure wear under its branded name VIGA.

Main features are:

- Respected name and trade mark VIGA.
- Annual turnover approximately £1 million.
- Order book of approximately £100,000.
- UK customer base includes retail sports shops and major multiples.

For further details, contact Ted Weston or alternatively the Joint Administrative Receivers Gurpal Johal and Ralph Preece at the address below.

10-12 East Parade, Leeds LS1 2AJ.
Tel: 0532 439021 (Ext.256). Fax: 0532 445580.

Authorised by the Institute of Chartered Accountants in England and Wales to carry on Investment Business.

VIGA

Due to a partnership dissolution a North West publisher has to sell its prize asset!

Bi Annual free A5 Magazine - over 300 pages per issue - 300 Advertisers (with minimum 33% repeat rate) over 10% paid subscriptions (voluntary contributions). 1990 grossed £300,000 revenue.

Quick sale required. Please reply to

Box H7854, Financial Times, One Southwark Bridge, London SE1 9HL.

EMPLOYMENT AND RECRUITMENT GROUP

FOR SALE

Highly successful and profitable group with representation throughout the UK. 1990 profit in excess of £1 million with much potential for further growth.

For further information please write to:

Box H7853 Financial Times, One Southwark Bridge, London SE1 9HL.

Principals only please.

SMALL HIGH-QUALITY

TYPESETTING COMPANY

With modern offices and equipment in an excellent mid-Kent location assets sale as a going concern, manager or joint venture.

Please write Box H7855, Financial Times, One Southwark Bridge, London SE1 9HL.

Price: 100K.

Principals only. Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

Property Management/Letting Company For Sale

London/Epsom location. Turnover circa 500k with fees of 35K. Easily run with much repeat business. Reluctant sale.

Price: 100K.

Principals only. Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

Production Kitchen

Leasehold 2200 sq ft premises with modern equipment for chilled, frozen meal production situated Wandsworth. Available immediately due to business expansion. Tel: 081-994-4634.

Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

Wholesale of Health Products

Uniquely high percentage of health food sector accounts in home counties. Customer base of 400 includes fitness clubs, delicatessens and prestige accounts. Good GLP and average order value with exceptionally low overheads create an attractive new profit on expanding turnover of £450K. Valuable, exclusive agencies and other supplier concessions.

Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

Engineering Manufacturing Company, specialising within the Food Processing Industry. Good profitability.

A unique and monopoly position, designing, manufacturing and selling to principal organisations.

For sale, due to owner retirement, and to include the 8000 sq ft freehold factory on 34 acre industrial building land, if required.

Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE

Plastic Trade Moulder

Located in the West Midlands the company has a turnover in excess of £2.5m with adjusted profits of just under £200k. The company occupies modern freehold premises with up-to-date plant ranging from 23 to 800 tonnes. The Directors' and Management believe that their company can be best served by being part of a larger organisation.

Write to Box H7855, Financial Times, One Southwark Bridge, London SE1 9HL.

ENGINEERING COMPANY FOR SALE

Based in West Yorkshire, Established nearly 20 years. Good profit record. Turnover £750K. mainly subcontract work. Freehold Property, plant including 3 CNC's and goodwill included in price of £250K.

Write Box H7874, Financial Times, One Southwark Bridge, London SE1 9HL.

PROPERTY MANAGEMENT/LETTING COMPANY FOR SALE

London/Epsom location. Turnover circa 500k with fees of 35K. Easily run with much repeat business. Reluctant sale.

Price: 100K.

Principals only. Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

PRODUCTION KITCHEN

Leasehold 2200 sq ft premises with modern equipment for chilled, frozen meal production situated Wandsworth. Available immediately due to business expansion. Tel: 081-994-4634.

Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

Wholesale of Health Products

Uniquely high percentage of health food sector accounts in home counties. Customer base of 400 includes fitness clubs, delicatessens and prestige accounts. Good GLP and average order value with exceptionally low overheads create an attractive new profit on expanding turnover of £450K. Valuable, exclusive agencies and other supplier concessions.

Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

Engineering Manufacturing Company, specialising within the Food Processing Industry. Good profitability.

A unique and monopoly position, designing, manufacturing and selling to principal organisations.

For sale, due to owner retirement, and to include the 8000 sq ft freehold factory on 34 acre industrial building land, if required.

Write Box H7879, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE

Plastic Trade Moulder

Located in the West Midlands the company has a turnover in excess of £2.5m with adjusted profits of just under £200k. The company occupies modern freehold premises with up-to-date plant ranging from 23 to 800 tonnes. The Directors' and Management believe that their company can be best served by being part of a larger organisation.

Write to Box H7855, Financial Times, One Southwark Bridge, London SE1 9HL.

LEGAL NOTICES

NOTICE OF CREDITORS MEETING

UNDER SECTION 48(2) INSOLVENCY ACT 1986

COLIN DAVIS (GARAGE) LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 48(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at Bank House, Charlotte Street, Manchester, M1 4BX at 11.00am on Monday 21 January 1991 for the purpose of having laid before it a copy of the report prepared by the Joint Administrative Receivers under Section 48 of the said Act and, if thought fit, appointing a committee.

A proxy form is sent herewith. Creditors whose claims are wholly secured are not entitled to attend or be represented at the meeting. Other creditors are only entitled to vote if:

a. They have delivered to us at the address shown below, no later than 17 January 1991 at 12.00 noon, written details of the debt they claim to be due to them from the company, and their claim has been duly admitted under provisions of rule 3.11 of the Insolvency Rules 1986; and

b. There has been lodged with us any proxy which the creditor is entitled to be used on his behalf.

Dated: 7 January 1991
Signed J.D. Harrison
Joint Administrative Receiver, Cork Gully, Bank House, Charlotte Street, Manchester, M1 4BX.

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

MR JUSTICE MORRITT

MONDAY the 3rd day of DECEMBER 1990

IN THE MATTER OF THE PELICAN GROUP PLC

and

IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 3rd December 1990 confirming the reduction of the capital of the above-named Company from £1,500,000 to £1,440,000 and the Minutes approved by the Court showing with respect to the capital of the Company as altered the several particulars required by the above-mentioned Act were registered by the Registrar of Companies on 10th December 1990.

DATED this 11th day of January 1991.

Millicent de Ruyz
125 High Holborn
London WC1V 6DP
(Tel: 0840 6000)

Solicitors for the above-named Company

CRAFT AND MANAGEMENT TRAINING (UK) LTD FORMERLY C & M TRAINING (UK) LIMITED AND W S J TRAINING LTD

Registered number: 188548

Former company name(s): C & M Training (UK) Ltd and W S J Training Ltd

Nature of business: Training Services

Trade classification: 41

Date of appointment: 2 January 1991

Name of person appointing the joint administrative receiver: Barclays Bank PLC

JOHN FREDERICK POWELL and DAVID ROBERT WILTON

Joint Administrative Receivers

(Office holder nos 248 and 282)

Cork Gully
42 Temple Row
Birmingham B2 5JT

COLMORE DEPOT LIMITED

Registered number: 34985

Nature of business: Motor Dealership

Trade classification: 19

Date of appointment of joint administrative receiver: 21 December 1990

Name of person appointing the joint administrative receiver: Midlands Bank Plc

JOHN FREDERICK POWELL and DAVID ROBERT WILTON

Joint Administrative Receivers

(Office holder nos 248 and 282) of Cork Gully

42 Temple Row
Birmingham B2 5JT

COMPANY NOTICES

BRADFORD & BINGLEY

£150,000,000

Floating Rate Notes Due 1997

In accordance with the terms and conditions of the Notes, the interest rate for the period 10th January, 1991 to 10th April, 1991 has been fixed at 14.04875% per annum. The interest payable on 10th April, 1991 against Coupon 2 will be £345.47 per £10,000 nominal.

Agent Bank

ROYAL BANK OF CANADA

ART GALLERIES

THE LONDON ORIGINAL PRINT FAIR

AT THE ROYAL ACADEMY OF ARTS

FRIDAY 11-MONDAY 14 JANUARY

11AM TO 6PM

FIVE CENTURIES OF FINE PRINTS

FOR SALE

TEL: (071) 734 3242

ALLANS GALLERY

Hand Embroidered Silk Pictures. Cat lovers you must try to call and see "Aristocats" our limited edition collection of Pedigree Cats; definitely collectors pieces. Lower Ground Floor.

Allans Famous Silk Shop, 56/58 Duke Street, Grosvenor Square, London W1M 6HS.

Mon-Fri 9-5.45, Sat 9-1. Tel: 071-629 3781.

PUBLIC NOTICES

MMC INVITES EVIDENCE AND VIEWS ON THE ACQUISITION BY SOCIETE NATIONALE ELF ACQUAINE OF CERTAIN ASSETS OF AMOCO CORPORATION.

The Monopolies and Mergers Commission is inquiring into the acquisition by Societe Nationale Elf Acquaine of Amoco UK's businesses for the refining of crude oil and marketing of petroleum products, to determine whether or not such acquisition might operate against the United Kingdom public interest.

The Commission would like to hear from those who have information which could help the inquiry, and from those who have views on the acquisition. Please write by 18th January 1991 to the Reference Secretary (SNEA/Amoco), Monopolies and Mergers Commission, New Court, 48 Carey Street, London WC2A 2JT.

PORTABLE COMPUTERS

The FT proposes to publish this survey on 8 February 1991.

It will be of particular interest to the 16.8% of Senior Businessmen across Europe, and the 18.7% of all Businessmen in the UK, who make decisions concerning the purchase of Personal/Micro Computers and Systems.

If you want to reach this important audience, call Meyrick Simmonds Tel 071 873-4540 or Fax: 071 873 3062.

FT SURVEYS

BUSINESSES FOR SALE

Tuesdays, Saturdays and now FRIDAYS

For further information please

contact

Gavin Bishop on 071-873 4780

or

Melanie Miles on 071-873 3308

هكزامن الاصيل

Britain's Food Safety Act obliges companies to prove that their quality control procedures are first rate. Della Bradshaw examines the latest tests

A commitment to healthy eating

There is a legendary tale in the UK food manufacturing industry. In 1974 Smedley's, the UK tin food producer, found itself in court because a hawk-moth was discovered in a tin of garden peas. The hearing enthralled the food industry because Smedley's defence centred on its excellent quality control procedures.

Although the courts accepted the company's argument on quality control, the House of Lords ruled that Smedley's was guilty because the hawk-moth was there.

Today such a defence could well get a company like Smedley's off the hook. With the introduction of the Food Safety Act in Britain this month, food companies caught in the same situation can now successfully defend themselves by demonstrating that they have taken all reasonable precautions and shown "due diligence" in manufacture - but just what due diligence means has still to be determined in court.

Although viewed by many outsiders as a loophole for food processing companies, many of those to which the legislation refers are "terrified", says David Edwards, operations director of the Food Hygiene Bureau, a commercial test house and training organisation. "They see the new law as an extra commitment, not an extra defence," he says.

The topic now taking the food manufacturers is both how to ensure quality in the sourcing and manufacturing processes and how to demonstrate that adequate procedures are in place should the need arise. To do this companies are looking at technologies within the context of overall quality procedures.

Top of the shopping list for many companies are rapid biological tests to determine whether bacteria are present in the food manufacturing chain. Many of today's tests involve sending away samples or grow-

ing them in a laboratory. By the time a problem is discovered the food could be on supermarket shelves.

"Everyone wants tests that will give you a result within the working day," says Terry Roberts, head of microbiology at the Institute of Food Research's Reading laboratory. Such tests are not yet available - rapid tests to identify specific organisms which cause salmonella, for example, are unlikely to be available for several years.

Others companies are looking to computer systems to help them keep the appropriate records. The software industry, however, has been relatively slow to take up the challenge of the food industry, says John McGrann, managing director of software house Pace, of Mole, Northern Ireland. He points out that the food industry throws up completely different challenges from most other

industries. "In the food industry you take a sheep into a plant and you cut it up - you don't assemble it."

Pace has developed a software package, divided into a series of modules including product specification, auditing and control of suppliers, maintenance and calibration of machinery, and training. "Diligence" was chosen as the name for the product because the software reminds companies about things they must do, says McGrann - such as when to visit a supplier or when to carry out maintenance on a machine.

Most manufacturers now see these sort of techniques as an aid in a much wider quality recording system. The British Standards Institution's BS 5750 certification, originally developed for the engineering industry, has been adapted for food processing companies, monitoring such things as pro-

cesses, machinery and training.

To date, however, less than 100 companies out of the thousands of UK food producers have been certified under the scheme, says Paul Bidder, consultant in the manufacturing advisory service at the Leatherhead Food Research Association. And cynics point out that even accreditation to the British standard may not prove a suitable defence in law. They say that BSI certification ensures consistency in produc-

tion - and ensures the manufacturer does what it says it is going to do, rather than ensuring that the product is wholesome.

Other companies, particularly smaller ones, are looking at more specific testing procedures such as the hazard analysis and critical control point tests (HACCP), which focus on the most critical element of a food process and ensure that it is carried out correctly - heating the produce to the right temperature might be the critical element of a canning process, for example.

With the onus in the new act on manufacturers to ensure the quality of ingredients, as well as the quality of finished food items, large manufacturers with quality procedures in place are now turning their attention to their suppliers. "There is certainly evidence that certain people are asking the question of their suppliers," says Bidder.

Biscuit-maker the McVitie's Group, for example, is now laying down procedures to require suppliers of their potentially most hazardous products to adopt the HACCP procedures, says John Dripps, McVitie's quality assurance manager. High on the list of such products are those which are not cooked - fillings or chocolate coatings.

The legislation even puts an onus on the manufacturer to check their "food sources" - which at the end of the chain means the farmers that grow the vegetables and rear the animals.



An assembly line worker brushes up on diligence

Confessions of a flying video

MANY a schoolboy has had hours of fun flying his radio-controlled toy aeroplane. Now a giant version of the machine is available to do everything from sorting out traffic jams to spotting forest fires.

The Vanguard unmanned twin-engine air vehicle, developed by Electronics & Aviation Systems, of Rehovot, Israel, and also marketed by International Economic Strategy, of Antwerp, Belgium, has a 3.24 metre-long fibreglass fuselage.

For use in traffic monitoring, the Vanguard has a video camera built into the nose. The video information is sent to the ground control unit for monitoring traffic density or even recording density plates. Installing infra-red cameras on the vehicle could help oil or mineral companies spot geo-physical differences in the landscape. Or they could even identify ivory poachers sneaking across boundaries with their booty at night.

The Vanguard system costs up to \$2m (£1m) for a computerised ground control unit and four aeroplanes.

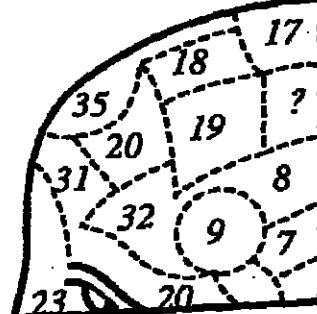
Hiding unsightly bar codes

BAR codes have now found their way on to almost everything we buy, but the black and white symbols can look unsightly on expensive packaging - such as cosmetics - or prove difficult to find on larger food packages in the supermarket.

To overcome these problems, Battelle, of Columbus, Ohio, the independent research organisation, has developed a bar code system that uses invisible ink.

The technology uses a specially developed invisible ink and ink-jet printing technology to apply it. Once in place, the bar code is read by infra-red sensors.

Battelle has licensed AccuSort Systems, of Teftord, Pennsylvania, to incorporate the technology into a range of fixed systems, to be used in areas such as inventory control. It is now looking to exploit the invisible infra-red



WORTH WATCHING

by Della Bradshaw

bar code technology for hand-held systems.

PC with a very good address

PERSONAL computers and printers, costing thousands of pounds, are most frequently used to generate correspondence, writes Paul Lavlin. But in spite of the investment, many envelopes still get addressed by hand.

The technology gap occurs because envelopes are difficult to feed into most personal computer printers.

In response the American division of Seiko, of Japan, has created the Smart Label Printer. Less than seven inches long and weighing less than a pound, it holds a roll of 130 self-adhesive thermal printer labels.

The printer comes complete with software that can automatically capture an address displayed on a PC screen and churn out a label in about 10 seconds. It can be attached to an IBM PC or Apple computer in minutes.

Light fitting has a personal touch

A SELF-CONTAINED light fitting which adjusts to daylight, and switches itself on and off when people enter a room, has been developed by Thom Light of London, writes Lynette McLain.

The Sena fitting contains two 40W fluorescent tubes, a photo-electric cell to monitor the surrounding light and a passive infra-red switch to detect the presence of people in the room.

The fitting compensates for daylight by switching itself off or lowering the intensity of light emitted. It also switches off when it detects that nobody has been in the

room for 10 to 15 minutes. With these features, the fitting can cut energy consumption by up to 60 per cent, according to Thom.

Little card packs a big punch

THE Japanese trick of packing more and more into a smaller space has been demonstrated again by Mitsubishi Electric with its latest semiconductor packaging technology for smart cards - the credit card-sized plastic cards used to store data, especially for portable computers.

Mitsubishi has announced the development of a chip packaging technology to double the capacity of today's cards. The paper, this packaging (PTP) technique enables the company to shift two double-sided printed circuit boards into the card, where previously there was only room for one.

When the first PTP card is commercially available in 1992 it will contain 4 Mbytes of information, but Mitsubishi expects a 48 Mbyte card - which could hold up to 10m words - to be on the market shortly after that.

Next generation remembers last

DUTCH consumer electronics company Philips is using this week's consumer electronics show in Las Vegas to launch what it hopes will be the next generation of audio cassette technology.

It has developed a tape player which can handle both digital tapes and conventional cassettes. So the digital compact cassette (DCC), as it is called, gives the consumer both the digital sound quality of compact discs, while ensuring that existing analogue cassettes can be played on the same machine.

Japanese manufacturers, on the other hand, have opted for digital audio tape (DAT), which uses a smaller player and cassette than today's analogue recorders.

In spite of this week's debut, machines will not be available until next year.

Contacts: Electronics and Aviation Systems: Israel, 5 404088; International Economic Strategy: Belgium, 05 232 70 03; Seiko: US, 614 624 379; AccuSort: US, 215 725 0381; Seiko: US, 201 626 5700; Thom Light: London, 01 492 7700; Philips: Netherlands, 05 215 2111; Philips: Netherlands, 04 736 106.

MANAGEMENT

The steps needed to create change

By Christopher Lorenz

Most chief executives believe that corporate change programmes will only succeed if they start at the top. The truth is exactly the opposite: effective corporate renewal must begin at the bottom.

This is the controversial conclusion that three American academics have drawn from a four-year study of organisational change in large corporations. Its results are reported in the Harvard Business Review by the trio, Michael Beer, Russell Eisenstat, and Bert Spector.

Most senior managers in the US, complain the academics, share two entirely fallacious assumptions about the management of change. First, that organisations can be transformed by the promulgation of company-wide initiatives such as mission statements, "corporate culture" programmes, training courses, and performance systems. Second, that employee behaviour is changed by altering a company's formal structure and systems.

In corporations where change programmes have been successful, the academics report, they have usually started at the periphery, in a few plants and divisions. And they have been led by the general managers of those units, not by the chief executive or by corporate staff, whether by the "human resources" function or anyone else.

This is not to say that change can never start at the top, the researchers argue, "but it is uncommon and too risky as a deliberate strategy. Change is about learning. It is a rare CEO who knows in advance the fine-grained details of organisational change that the many diverse units of a large corporation demand."

Once senior management does become involved, its most effective role is still not to try to mandate corporate renewal from the top, the academics argue. Instead, it should create a climate for change, and then spread the lessons of grassroots successes and failures.

Excessive or misguided top involvement is not the only trap to avoid, according to the

study. It also found that most programmes failed because they were guided by a mistaken theory of change: that the way to alter behaviour is first to change people's knowledge and attitudes.

In fact, the academics say, the most powerful way of changing individual behaviour is to give people new roles, responsibilities and relationships in a new organisational context. This creates a situation which forces new behaviour on people, thereby changing their attitudes.

This is not to say that new competencies are unnecessary, stress Beer, Eisenstat, and Spector. Improved analytical and interpersonal skills are vital if an organisation is to change, they point out. So is teamwork between departments, and between employees and management.

The academics suggest that a series of overlapping steps will help create effective change. They include:

- Mobilise commitment to change through collaborative (with employees) diagnosis of business problems;
- Develop a shared vision of how to organise and manage more effectively. Lead employees towards a "task-aligned" vision of the organisation which defines new roles and responsibilities, both within and across interdependent functions;
- Foster consensus for that vision, including by replacing managers who cannot function in the new organisation;
- Spread revitalisation to all departments without pushing it from the top. Instead, let each find its own way to implement teamworking, for instance;
- Then institutionalise the changes through formal policies, systems and structure;
- Finally, monitor and adjust solutions as problems arise.

"The purpose of change is to create an asset that did not exist before - a learning organisation capable of adapting to a changing competitive environment," comment the academics.

"HBR Nov-Dec 1990. Reprint No 99601. An associated article on corporate renewal appeared on January 3.

Money can scarcely buy wool cloth of a better quality than the bale of charcoal grey cashmere proudly displayed in the lobby of Taylor & Lodge, the Huddersfield weavers. It costs £150 a metre and, until recently, there was a ready market for it in Japan where it would be made into suits costing Yen 1m or over £4,000.

Suddenly, however, even this export-oriented niche player in the wool textile business has hit upon hard times. The high pound, the Gulf crisis and a slowdown in the lucrative Japanese market has caused a fall-off in orders. Since Christmas its 106 staff have effectively been put on half-time working.

Even though wool textiles is a worldwide market which should to some degree be insulated from a domestic recession, Taylor & Lodge is not alone.

Figures from the Confederation of British Wool Textiles show that output in the Yorkshire spinning and weaving industry fell by some 10 per cent in the first 10 months of 1990 and exports fell by 11 per cent to £508m. Around 300 jobs were lost in a workforce that once numbered 66,000.

This was before the latest spate of announcements which included the voluntary liquidation of the Brackendale Spinning Company of Thackley with the loss of 60 jobs.

A further 127 jobs are to go at William Edlestone of Sowerby Bridge which went into receivership just after Christmas. Blaming the erosion of its customer base in the clothing industry, Thomas Burnley of Gomersall is closing its Yorkshire plant this month with the loss of 245 jobs and consolidating its operations in Northern Ireland where subsidies are more readily available.

Executives in the wool textile industry, which is dominated by small privately-owned mills, view this wave of troubles with a mixture of bravado and alarm. Having slimmed down and invested in new technology since the last recession ten years ago, many think they should be well-placed to ride out the present storm. What worries them, however, is that their present problems are almost entirely outside their own control and the recent spate of closures shows that there is not much room left for further adjustment. They say they now deserve more sympathetic treatment from government.

Ten years ago, says John

Looms with an uncertain view

Peter Montagnon reports on the extra dimensions to the already slimmed down wool textile industry's problems



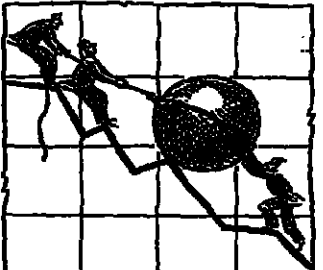
Wool textiles: further shrinkage predicted

Walsh, managing director of Abraham Moon, there were seven mills in the Bradford suburb of Gulesly. Now there is only his firm left.

Adds John Ward of Thomas Carr, the real shake-out in the wool textile industry occurred in the 1970s and early 1980s. The mills that are left are no longer as labour-intensive as they used to be. They are capital-intensive too. That means that high interest rates are as much of a problem if not more so, than labour costs.

According to Gordon Kaye, managing director of Taylor & Lodge, the first half of 1990 looked like being a record. But then in the summer the Gulf crisis hit, depriving the company of its important market in Kuwait. Potential sales lost there amount to some £150,000 to £200,000.

This is a large amount for a company with annual turnover of around £5m. Since the Export Credits Guarantee Department has not yet paid any claims, his company has had to finance the unsold stock



MANAGING IN RECESSION

at an interest rate of 16 per cent.

On top of that has come the strengthening of the pound against the Japanese Yen and the dollar. A rate of some Yen 260 to the pound has squeezed margins on sales to Japan.

Although the company does not sell much into the US, it is affected by the high dollar rate as the currencies of other Far Eastern markets are linked to the dollar.

In South Korea, where there has recently been a campaign against luxury foreign imports,

Taylor & Lodge has experienced a range of non-tariff trade barriers. Getting consignments through customs has become more difficult and delays can extend to weeks or even months.

Almost universally, executives in the wool textile industry say their problems have been compounded because the UK entered the European exchange rate mechanism at too high a rate. When setting economic policy in far-off London, the government is all too ready to ignore their problems, they say. In trade matters too, it is slower to offer support than that of Italy, the industry's main competitor.

Privately some executives complain that the retailing background of Tim Sainsbury, trade minister, means that he does not understand their problems as manufacturers. They insist that they are not calling for more protection - and indeed would welcome an agreement in the Uruguay Round trade talks to unwind the Multi-Fibre Arrangement that governs trade in textiles.

Such an agreement would provide an opportunity for cutting the high tariffs imposed by the US on textile imports and for measures to curb dumping by foreign producers like Mexico and Turkey. No sector exports as much to Japan as does the wool textile industry, says Kaye, "but we're looked upon as a poor relation, an old-fashioned industry. We're shoved into the corner."

Finding a way of promoting a better image for the textile industry has become all the more important in the current recession. Ward complains that even some clearing banks have become prey to the short-termist prejudices in the City. Hard instinct has led them to restrict their lending even with the security of an ECGD insurance policy.

Apart from that, the wool executives say, there is not much the can do except try harder. Abraham Moon's Walsh says he is not planning to lay off any of his 150 employees, but margins have become "very tough".

In the longer term, he says, even the survivors could end up weakened. A smaller industry means that training opportunities will disappear and the infrastructure on which the mills depend, for example for the installation and servicing of plant and equipment, will simply wither away.

Previous articles in this series were published on November 21, 30, December 4, 14, 18 and 31.

Taking innovation to the customer

Simon Holberton on a Xerox experiment

Xerox, the US office equipment manufacturer, is turning market research on its head. Traditionally, marketing department uses market research to analyse where the probable demand for a product is likely to come from and why. Now, however, Xerox is first taking its technologies to its customers so that it and they can together develop products virtually a priori.

Known as "innovating with the customer", Xerox's corporate research group is experimenting with an initiative called the Express Project. This is an experiment designed to commercialise more rapidly technologies developed by the company's Palo Alto Research Centre (PARC).

According to John Seely Brown, the director of PARC, one such project has brought together in a single organisation a small team of Xerox researchers, engineers, and marketing people with employees of Syntex, a local pharmaceutical company.

From this cross-fertilisation of talent, the team defined Syntex's key business needs and the PARC technologies that could best be used to meet them. Syntex, in turn, has agreed to fund the project.

Its aim is to tackle the data management and analysis of more than 300,000 case reports that Syntex's 1,000-plus researchers on new drugs put up for approval by the US Food and Drug Administration.

"It combines technologies for document interchange and translation, document recognition, and intelligent scanning to write Syntex's case reports," says Brown. "For Syntex, the new system solves an important business problem. For Xerox, it is the prototype of a product that we eventually hope to offer to the entire pharmaceutical industry."

The Xerox-Syntex collaboration is now being subjected to a study by another research team at PARC to see what lessons can be learned about co-production. The early ones will be all too familiar to companies which have embraced

Research that reinvents the corporation, Harvard Business Review, January-February 1991. Reprint no. 91101. For copies, fax: (The Netherlands) 31-3433-1910.

مكنا من النجف

Shafts of light break through the gathering gloom

By Vanessa Houlder

Perhaps the best that can be said so far about 1991 is that it promises to be unforgotten. Rarely has the industry started a year with such intimations of doom, as pundits predict plummeting values, receiverships and redundancies.

The gloom is not universal, however. Developers, investors, bankers and agents are reflecting a spectrum of opinion, not undiluted despair. Broadly speaking, they divide into optimists who think that lower interest rates will herald the bottom of the cycle this year, pessimists who think the problems are too intractable to be solved by lower interest rates and pragmatists who expect to find opportunities even in a devastated market.

First, here are a few reasons to be (relatively) cheerful.

Mr David Hunter of Scottish Amicable thinks property, with its modestly secure income stream, will appear fairly robust in relation to equities which will suffer double cuts. "I raise my hat to the courage of people sitting on funds without any exposure to property," he says. He makes the point that the UK is

not a uniform market. Although business parks to the west of London and shopping centres may be in crisis, other areas such as high street shops are attractive, he says.

He predicts that political considerations will necessitate a fall in interest rates to 12 per cent. That may trigger an economic upturn but it will also make property yields look exceptionally high.

Mr Russell Schiller, head of research at Hillier Parker, the chartered surveyor, argues a similar case in support of a turnaround in the investment market (although he is still wary about the occupational market). "If we get interest rates coming down by two to three points by late summer it should be enough to make yields at the current level sustainable. Once people see that we have reached bottom there is no point in holding back," he says.

He concludes that "1990 was too soon to buy and too late to sell. Nineteen ninety-one will be a time to consider when to buy".

Mr Michael Slade of Helical Bar also expects the rot to stop in 1991, although he does not believe any improvement will be apparent until

the middle of next year. "Smart money moves in and out of the market before the swing of the cycle. We have 18 months of buying time. It is going to be a lot worse than anyone thought it would be. But those who are not firefighting and those who have liquidity will be able to take the opportunities that undoubtedly will come," he says.

He too is selective. He tips retail property and is keen on developing south-east industrial space. However, he believes oversupply will depress the office space market for a further two or three years.

Mr Slade's concern about oversupply is shared by Mr Chris Walls of Salomon Brothers, the investment bank, who scoffs at the idea that lower interest rates will solve the office market's problems. "Historically there is little or no correlation between levels of interest rates and yields. In so far as yields are determined by rational analysis, they are determined by investors' expectations of rental growth. If you are going to see a significant fall in rents over the next 12 to 18 months I see no logical reasons why yields should harden." In the same period, he expects City rents to drop 20 to 30 per cent with falls in values of 15 to 25 per cent.

Mr Geoff Marsh of Applied Property Research also takes a grim view of the central London market. "To interpret the current situation as simply another cycle is to miss the big picture," he says. The central London office market is now

due for a radical restructuring where the balance of power shifts in favour of the tenant in the long term, he argues. Prospective occupiers are waiting for offers that cannot be refused, perhaps including the uptake by the developer of a tenant's existing leases.

This view is shared - to a point - by Mr Nigel Wilson, finance director of Stanhope. He argues that, to let space, a developer may have to assume an "economic obligation". This could happen, for example, by giving indemnities about existing leases, he says. The exceptions will be good locations, where there is still a great deal of tenant demand - from accountants, solicitors and privatised industries. "There will be a lot more movement in the property market if developers are prepared to be more flexible," he says.

That flexibility may extend to leases, where the 25-year, upwards-only rent review structure could give way to shorter leases with index-linked rents and ceilings on reviews. "This may be the year that the lease structure changes," says Mr Wilson.

The ingenuity required by a developer in attracting tenants will probably be matched by that required to raise funds during a liquidity squeeze. Mr Wilson, who is negotiating six transactions of £100m or more, says he is confident about all of them. However, it is necessary to pay higher margins and negotiate harder to seal a deal.

Relationship banking is making a comeback, he says. He also expects to carry out more transactions with European banks.

Now that funds are more difficult to obtain, pioneering techniques, such as the convertible mortgage, will come into their own, he says. "Just as innovations in leasing will create liquidity, innovations in banking will create liquidity," he says.

Mr Peter Scott, corporate finance director of property and construction at Barclays Bank, says that several banks, including his own, are still prepared to finance attractive deals proposed by management with good records. Those deals, however, are more likely to involve investment finance.

He considers the market conditions poor compared with the 1970s, although the financial position of companies tends to be more secure, because of lower gearing and techniques such as hedging.

Barclays, he says, has a policy to stand by its customers. "It is not in anyone's interest to be precipitate," he says. That said, he points out there were a number of receiverships last year particularly among unquoted companies and the small-est quoted companies and this may well continue.

Mr Norman Bowie, an honorary fellow of College of Estate Management, who has a longer perspective than most, offers one of the bleakest of all forecasts. Having started work in the depression of the 1930s, he is



Peter Scott: financing available for managements with good records

a veteran of five property cycles. In his view, oversupply and the risks of a worldwide recession to an increasingly international industry point to a severe downturn for the property market. "In some ways it could be as nasty as 1973-4 and a bit more prolonged," he says.

Long-term influences are also eroding values, he thinks. The

underperformance of property compared with equities over the last couple of decades suggests property yields are not high enough. The tendency for modern buildings to become obsolete more rapidly, the growing number of cars, and the electronic revolution, all of which favour work dispersal, are also undermining property values.

TOTAL RETURNS (%)				
	Retail	Office	Industrial	All Properties
Year to Nov '90	-7.1	-7.4	-1.8	-6.3
Quarter to Nov '90	-1.8	-3.4	-1.4	-2.4
Month of Nov '90	-0.6	-1.4	-0.8	-1.0

Source: Investment Property Database

DUNMOW STANSTED AIRPORT

FREEHOLD FOR SALE

"If only I had bought that site before the airport became established"

Matthews & Goodman
071-409 2666

25 ACRE COMMERCIAL DEVELOPMENT SITE

The expansion in business demand following the growth of Gatwick and Heathrow is fact.

At Dunmow a unique opportunity exists to acquire a strategic foot-hold in the Stansted region of prosperity before history again repeats itself.

The La Grange

Racing Stables, Newmarket and 145 Acres of Paddocks, Chippenham, Cambs.

FOR SALE

Ref: RH

EDWARDSYMONS & PARTNERS

2 Southwark Street, London Bridge, London SE1 1RQ
Tel: 071-407 8454 Telex: 8954348 Fax: 071-407 6423
LONDON MANCHESTER LIVERPOOL BRISTOL SOUTHAMPTON

PUTNEY BRIDGE SW15 (adj.)

SUPERBLY REFURBISHED S/C OFFICES

To Let

AS A WHOLE OR IN FLOORS

3/10,000 SQ.FT.

ONLY £17 PER SQ. FT.

MOSS & PARTNERS

5 Tilney Street London W1 071-629 9933

ENTERPRISE ZONE INVESTMENTS

INDUSTRIAL UNITS

PARK VIEW WEST, HARTLEPOOL

LOT SIZES: £36,500 to £1,038m.

POST TAX YIELD approx 14%.

Two year developer rental guarantee.

COLEMAN & CO

PEARL ASSURANCE HOUSE, 7 NEW BRIDGE ST. WEST, NEWCASTLE UPON TYNE NE1 8AQ

MARBELLA - MUST SELL

Superb investment opportunity. Excellent south facing building plot of 17,466 sq.m. on elevated ground, offering uninterrupted views over Nueva Andalucia golf valley and the Mediterranean sea to Gibraltar. For sale with full project for 40 luxury apartments (Total permitted construction area 5,386 sq.m. plus terraces) prepared by well known Architect. Building licence applied for.

Write Box T6838, Financial Times, One Southwark Bridge, London SE1 9HL.

On Instructions from **Bradford Investments PLC**

AN IMPORTANT RESIDENTIAL INVESTMENT PORTFOLIO COMPRISING A SELECTION OF PROPERTIES IN WEST YORKSHIRE

IN TOTAL 37 PROPERTIES FOR SALE BY TENDER IN 3 LOTS

LOT 1

10 Terraced properties held on shorthold tenancies in Leeds Bradford and Halifax

LOT 2

14 Vacant terraced properties in Leeds area

LOT 3

18 Vacant terraced properties in Bradford area

BROCHURE AND TENDER FORMS CONTACT SELLING AGENTS

Bernard Thorpe

0937 63987

28 Market Place Wakefield WF1 1LQ

If

you immediately require a prime office in London's Mayfair for one-two executives and do not seek a long term commitment, then we have the answer.

Please contact:

Nightingale Secretariat,
5 Berkeley Square,
London, W1X 5HG

Tel: 071-629 6116
Fax: 071-491 4811

FOR SALE

NORTHERN BRITANNY, FRANCE. HOTEL/RESTAURANT. 75 ROOMS. FREEHOLD TO BE SOLD AS A GOING CONCERN. RESTAURANT WITH 3 DINING ROOMS. SITUATED IN A MARVELLOUS PARK WITH DIRECT ACCESS TO BEACHES. TENNIS COURT. PROXIMITY TO AIRPORT. TRAIN STATION ETC. EXCEPTIONAL SURROUNDINGS. PRICE: 18,000,000 FRANCES. TEL: (33) 1 47 58 07 50.

SHORTLISTING TERMS furnished offices in W1 available now 071-734 7282

SUBSTANTIAL BLOCK of 11 houses producing £120,000 net to be sold to Local Authority in North East. Freehold £250,000. Box A326, Financial Times, One Southwark Bridge, London SE1 9HL.

The transaction having been completed this announcement appears as a matter of record only

EXCHANGE WEST LTD
a single purpose Jersey company has acquired

EXCHANGE WEST
183/187 Bath Road, Slough
a new 72,000 sq.ft. air-conditioned freehold office building.

Financed by
NY-Kredit Mortgage Bank

The acquisition was initiated and the financing arranged by

CAPITAL TRUST LTD & CAPITAL REAL ESTATE LTD

49 Mount Street London W1Y 5RE Tel: 071-491 4230 Fax: 071-499 0524 Tlx: 261767/22405

DECEMBER 1990

PRINCES GATE SW7

To Let

MAJOR REFURBISHMENT SUPERB HEADQUARTERS 6,750 SQ.FT. OFFICES & PENTHOUSE

MOSS & PARTNERS

5 Tilney Street London W1 071-629 9933

A.C. COURT

THAMES DITTON, SURREY

Attractive and well located offices on the edge of the River Thames

ANTHONY LITTON 071-491 2700

CHITTINGHILL 081-940 4018

TO BE LET

ENTERPRISE ZONE INVESTMENT

Investments in the Corby and North West Kent E.Z.s

For details telephone

EAST MERCIA DEVELOPMENTS LTD

071-938-2222

LANGHAM PLACE LONDON W1

Excellent Offices 810/840/1650 sq ft. Leases for sale at nil premium.

Apply Sole Agents:
LEWIS & TUCKER
071-629 5101 (Ref. M3A).

EASTERN GERMANY

Property development in the new East Germany. We are an experienced developer in Britain & U.S.A. looking for fellow developers or investors to joint venture. Fax: 212-236-6436 (US) Attn: Tom.

What are You looking at?

At the Property Business Show 1991 you are looking at a world of property opportunities under one roof at Olympia's National Hall, 29, 30 and 31st January 1991.

You are looking at over 200 exhibitors, the property auctions, twelve half day conferences and the BURA conference on urban regeneration.

A chance to meet face-to-face with land and property professionals, cement existing relationships, make new business contacts and prompt new partnerships.

In short you are looking at the Property Business Show, the annual forum for all those in the world of property, land and infrastructure.

Let's face it you must be there!

Call Neil Jones or Graham Royce-Smith on 0727 40044

Property Business Show, Select House, 63 London Road, St Albans, Herts AL1 1UJ Fax: 0727 56588

on the Instructions of Kensington Garden Estates

DEVELOPMENT/INVESTMENT OPPORTUNITIES LONDON

Belsize Park/Hampstead NW3

3 huge stucco Victorian properties partially developed with full PP for 25 luxury apartments. Close Tube. 2 x 1B; 17 x 2B; 4 x 3B; 2 x 4B. Lift, Gdns. Offers invited for freehold.

Belsize Park/Hampstead NW3

Ideal B.E.S. opportunity. 20 newly converted studio apartments with kitchens and shower rooms. Gas C/H, Gdns. Offers over £900,000 invited for freehold.

Joint s/a. Day Morris Assoc. 071-482 4282 (John Morris)

Glentree Estates 081-458 7311 (Stephen Sharp)

DEVELOPMENT / JOINT VENTURE OPPORTUNITY DIRECT - PRIME LOCATION - DIRECT ACCESS

AS668851

The Owners of a 25 Acre Site in a Prime Position for national and local communication and close proximity to Solihull Town Centre seek Genuine Interest from DEVELOPERS/END USERS for discussions which should result in a JOINT VENTURE OF MUTUAL BENEFIT.

Existing buildings 65,000 sq.ft. Ground Floor (plus Upper Floors). Good main road frontage and access.

Write to Box A334, Financial Times, One Southwark Bridge, London SE1 9HL.

URGENT SALE OF HONG KONG FACTORY SPACE

Prime location in Foshan, New Territories

BEST PRICE - MUST SELL

25,000 SQ. FT. (ENTIRE FLOOR) Beautiful air-conditioned offices and factory space, 4 carparks, 8 cargo lifts. Top condition. Easy access to work force and to China. Ideal for manufacturing, office or warehouse. Contact owner, Mr. Fingarette, in USA. (213) 827-5000

Camper & Nicholson's

YACHTING SINCE 1782

—LANDS END—

Cruising Caribbean Winter 1990/91 and now for charter exclusively through Camper and Nicholson's - the world's leader in yacht brokerage, charter and management.

LONDON
Camper & Nicholson's
31 Berkeley Street
London W1X 8FA
England
Telephone: 071-491 2550
Telex: 071-629 2288
Tele: 071-629 2288

CANNES
Camper & Nicholson's
C.P. 103 - Port Pierre Centre
06107 Cannes
France
Telephone: 0335 43 15 75
Telex: 0335 94 13 15
Tele: 470729 NICHOUAT

PALMA
Camper & Nicholson's
Club de la
Golf de Palma de Mallorca
Spain
Telephone: 0740 33 11
Telex: 0740 14 12
Tele: 68722 YATE E

LONDON, GOSPORT, CANNES, MONTECARLO, ANTIBES, PALMA, TOKYO

INTERNATIONAL PROPERTY

INDUSTRIAL PARK IN SPAIN

for sale

22,900 m2 land of which 12,000 m2 built 30 km to Barcelona 7 km to highway Barcelona - France

12% Yield
Rent 1991 Ptas 48 M.
Rent 1992 Ptas 68 M.
From 1993 98 1995 per index
Category of tenants AAA
Total sale price Ptas 550 M.
Mortgage 15.75% in 10 years, Ptas 235 M.
if desired Ptas 365 M.
Minimal cash outlay
Further information:
Mrs. S. Amat, PRAESIDIAL SERVICE AG
Postfach 31, 8030 Zurich/Schweiz
Tel: 01252 65 30 Fax: 01252 72 98

SALE AND PURCHASE BROKERAGE MANAGEMENT AND ADMINISTRATION NEW CONSTRUCTION

Europe's long established full service yacht brokerage house, with their unequalled reputation for knowledge, responsible activity in all aspects of the market in larger yachts, offer their new Charter Brochure for 1991.

An unrivalled selection of the world's finest yachts available for charter worldwide. While yacht charter may be available to just a few, those few have learnt to value their leisure more than they imagined possible.

YACHTING PARTNERS INTERNATIONAL
2829 Richmond Place, Brighton BN2 2NA England
Tel: 01273 517020 Telex: 877224 YPI UK G
US Telephone: 1-800-426-0019
French Office Telephone: 039 10 31 01 09
U.K. TELEPHONE: 0273 57772

WORLDWIDE CHARTER

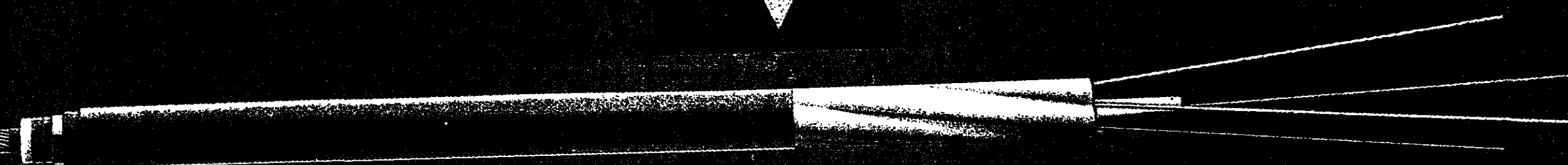
YACHTING PARTNERS International

Energy crosses the seas,
and images travel round the world.

Aircrafts take to the air and
trains run throughout continents.

Tokyo is on the line to Paris,
New York talks to Sydney.

Everything is there.



LES CÂBLES DE LYON BECOMES ALCATEL CABLE.

Our cables are the arteries carrying the life blood of the economies. They convey energy and transmit voices, data and images. Without special cables the cars, trains, planes, rockets and ships would stand still. World leader on its markets, Les Câbles de Lyon is the parent company of an international group employing over 19,000 people and achieving an annual turnover of 3,5 billion Ecus.

Les Câbles de Lyon holds the keys to leading edge technology in land and submarine cables, both traditional and optical fibre, producing cables to cover the entire range of applications for public and private users. The industrial, technical and commercial strength of the group will be all the more clearly defined as of January 1st, 1991, when Les Câbles de Lyon officially changes its name to Alcatel Câble.

ALCATEL
CABLE

Alcatel Câble 30, rue des Chasses 92111 Clichy, France.

HDM

هكزامن الكابل

ARTS

All Things Nice

ROYAL COURT THEATRE

There is a story about an old lady who called in the police because she said that the man across the road was committing indecent exposure in his front room. The policeman could find nothing improper and told her so. "Oh yes," she said, "if you stand on a chair and look over the top of the curtains, you can see him perfectly well."

The tale came to mind at the opening of *All Things Nice* at the Royal Court. Ms Macdonald has an obsession with sexual exposure. In particular, she has an obsession with exposure to young girls growing up, especially when it comes from the parents. But Ms Macdonald is not one who would guess an ordinary decent lesbian. Indeed she may not be homosexual at all. Her characters frequently say that they do not like men, but they also succumb to them and some of them admit that they cannot live without them.

Take this line from one of her earlier plays, *When We Were Women*: "Men are children. Take that to your heart and keep it there. In pain we bear them. God's cursed we are. And pain they give us the

long night through." Then take this one from the mother in *All Things Nice*: "I can't do without men, and that's a fact." There are plenty of other lines like that.

In short, Ms Macdonald seems to be thoroughly mixed up about sex and attaches too much importance to it. She has other obsessions. In no particular order, they include smoking, drink, vague references to God, a tendency to bring in hymn-singing, popular and folk music, and an attachment to Scotland somehow juxtaposed to the Truistal States where *All Things Nice* is jointly set.

If that sounds a harsh judgement, it is worth taking her work together. The mother in *All Things Nice* is pretty clearly related to the one in *When I Was a Girl, I Used to Scream and Shout*. The mother in the earlier play was about to take off for the Truistal States, but held back when her 15-year-old daughter became pregnant about her mother's impending departure. This time the mother makes it to the swimming pool with the girl and all. Much good does it do her: she might just as well have stayed on Clydeside.

Seen in isolation, *All Things Nice* could just have something to be said for it. It is about the awakening sexual instincts of pubescent girls at a time when the sexual desires of the mother are still alive. In this case of the grandparents, too. Most of it, however, could have come straight from *When I Was a Girl*. Like one of her characters worrying about the size of her breasts, Ms Macdonald's work fails to develop.

There is a very good set designed by Kenny Miller. It has windows all over the place, the symbolism being that everyone is looking in on everyone else's sexual activities, whether real or imagined. The set is far too good for the play which is directed by Max Stafford-Clark and should not have been allowed to reach the main stage of the Royal Court.



Joanna Roth

Malcolm Rutherford

Mattinson, Shorr

PURCELL ROOM

Wednesday's evening recital in the current Park Lane Group series of "Young Men with a Good Deal of Individual Character" was shared between two interesting performers, each with strong ideas about their chosen music. The bass-baritone David Mattinson is already launched on a career, having last October garnered the BP-Peter Fears Competition. On that occasion - admittedly in the unfriendly environment of Sadler's Wells - I thought him an exceedingly implausible first-prize winner. In the relatively greater intimacy of the Purcell Room, and with Clare Toomer a piano-partner rock-solid in support, his strengths were able to register rather more forcefully.

Mattinson is a personable, confident, intelligent singer, good with languages - in Jonathan Harvey's youthful (1966) attractive *Four Songs of Years* his English utterance was full of pith and point, and in Shostakovich's magnificently spare and death-battered *Songs of the Russian Soldier* he gave the impression of delivering the Russian rather than merely pronouncing it.

He's alert to nuances that can spin off from words into

the vocal writing, and when not under pressure he can colour and shade with a good deal of individual character; but whenever the line rises in pitch and volume, his technical weaknesses - limited tonal resources, a top dangerously dry and savourless - become immediately and cruelly apparent, stridently rejecting his expressive insights. It's strange indeed that a young man of so much evident talent seems willing to exhibit himself in public in this obviously unfinished state.

Aaron Shorr, the American pianist who divided the evening with Mattinson, presents a much more "finished" impression. He chews first a severe test of platform control (as well as audience patience). Book 2 of George Crumb's tricky, pretty-pretty *Makrokosmos* piano pieces, and later Steve Martland's *Epikala* (1982), a diffuse not-quite-sonata appealingly flavoured with popular reminiscences, and a piece of music of such sense of musical shape and substance were unimpaired; he kept the attention taut in a way that belated real authority.

Max Loppert

Vulnerable gods behind those enigmatic smiles

Susan Moore reviews Khmer sculpture in Paris and Old Master drawings from Venice in London

The plush Paris suburb of Passy seems a long way from Phnom Penh. In the 16th arrondissement, however, ensconced in the Musée Guimet, rests the greatest collection of Khmer sculpture outside the Cambodian capital or its former site at Angkor. This Oriental museum offers a kind of litmus paper to France's colonial past, as do the country's burgeoning Vietnamese and Indian art galleries.

It seems probable that the Khmers originated from Southern India, importing and adapting their native Hindu religion and culture. They were to establish themselves in the 9th century as the dominant power in Indo-China for half a millennium. Their legacy is the complex of temples and palaces, some of which are still standing at Angkor; it would be no exaggeration to describe it as one of the wonders of the world - and as one gravely under threat.

The colossal royal funerary temple of Angkor Wat gives its name to a series of smaller temples stretching over some five centuries and out across some 75 square miles. Built in 1132-33, it is a contemporary of the great Romanesque cathedrals of Northern Europe. Laid out on a rectangular plan, it is a series of platforms to culminate in a central mass of five diadems, the tallest soaring to the height of the tower at Notre Dame in Paris. Relieved carvings depicting the Hindu epics run for some 800m, casting contemporary European sculpture into the deepest shade.

The stark interiors of the Guimet provide a compelling backdrop to its collection of architectural fragments and freestanding sculpture. (Only the gods were deemed worthy of stone; Khmer wooden cities and day to day paraphernalia have long since perished.) At the heart of the museum is a

high, top-lit gallery devoted to the pre-Angkor period which offers up such major and exquisite gems as one of the red sandstone pediments from 10th century Banteay Srei. It may depict an episode from the life of Rama, but the energy and the narrative vigour of the Khmer carvers is already distinct.

A horse-headed deity - a version of Vishnu - from Pre Rup is a glorious creature, the statue's head and head polished to a smooth silvery grey in subtle contrast to the unpainted stone of the sarong's crisp folds and the description of his intricate metalwork crown. All around, deities cast their enchanting enigmatic smiles, not unlike Archaic Greek statuary.

Two great naga (serpent) heads from the balustrades of the royal terrace at Angkor Wat and from Preah Khan, dominate the gallery, their dimly lit room. Here, too, are lintels of delightful apertures or voluptuous dancing girls, and ornate window balustrades, bronzes and pearl and gem-studded jewellery. Then comes almost an inner sanctum of the museum, with spotlights in the melodramatic style of son-et-lumière - focusing on the sculpture in the style of the Bayon, the temple of the town of Angkor Thom built by Jayavarman VII (1181-1215).

Jayavarman VII, a convert to Buddhism, believed himself a Buddha incarnate, and his great visage, three metres high, smiles down from the great Victory Gateway of Angkor Thom, and from the 54, 45m-high peaks of the Bayon. One of the most ravishing pieces in the museum is a head of the apparently benign god-king, holding court, eyes closed and smiling serenely. It is a work of indescribable subtlety, and one of many of comparable quality.

The Chams invaded Angkor in 1432 and the Khmers fled to Phnom Penh. Angkor was abandoned for some 450 years until an astonished French naturalist stumbled upon the ruins in 1860. They were exceptionally well preserved save for the strangling effects

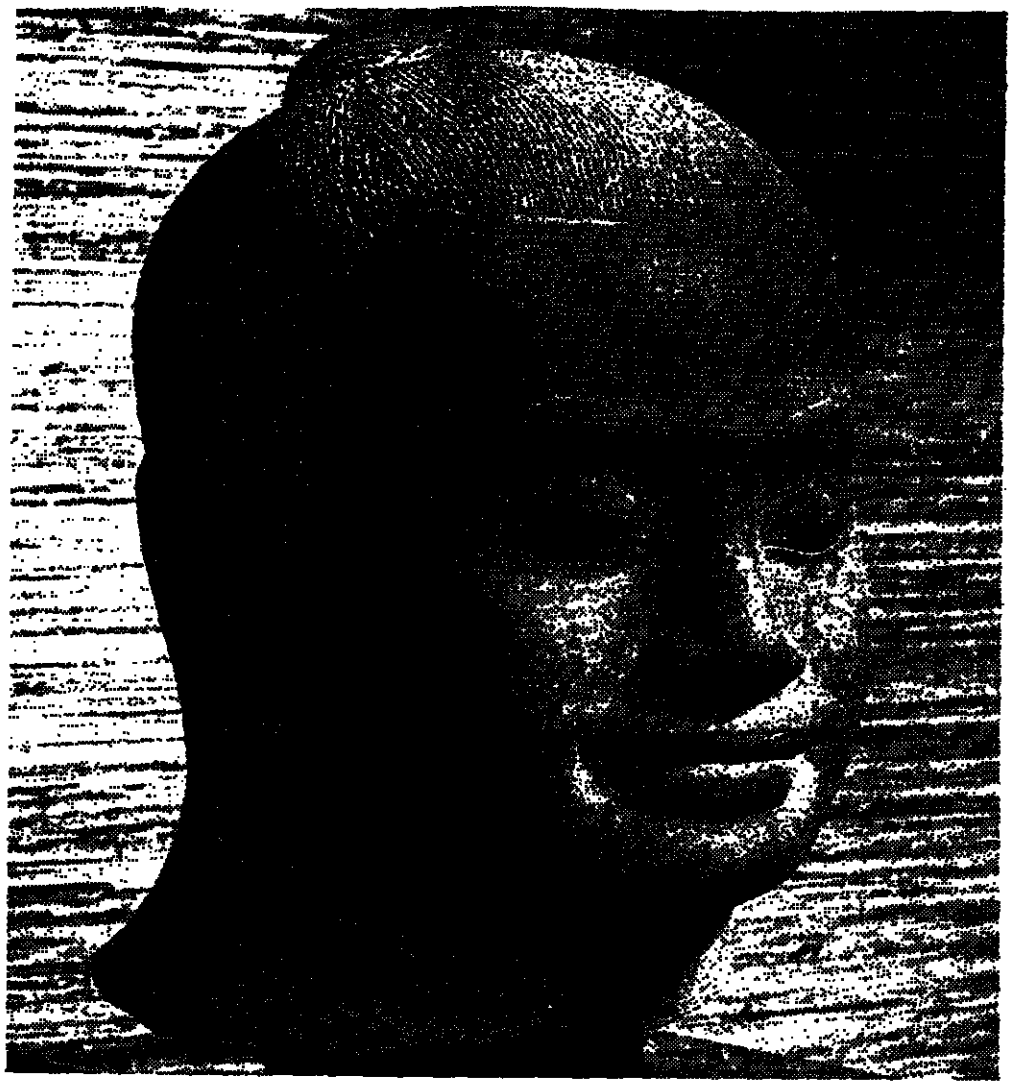
of the stone-splitting roots of the silk cotton trees. Over a period of 80 years, French archaeologists painstakingly and cautiously restored what they could of Angkor, concentrating on Angkor Wat and Angkor Thom.

Then came the Vietnam war and the Khmer Rouge to bloody the illustrious name of its forebears. Pol Pot proved to be an enthusiastic iconoclast. Some 500 sculptures at Angkor Wat alone are thought to have been mutilated or stolen during his reign of terror.

Despite rumours which continue to fly, the Angkor temples - in the latest reports at least - have not been damaged beyond repair. During the Vietnam war, Khmer pieces flooded the Western market, and smuggling is continuing apace, no doubt due in part to the pitiful desperation of locals who barely find enough food to keep themselves alive. Since my visit nine months ago, apparently five more gigantic heads from the crouching demons who line the Victory Gate at Angkor Thom have disappeared. One turned up at the Biennale des Antiquaires in Paris.

Even more hazardous to the venerable monuments are the well-meaning but ill-informed efforts of the team of Indian archaeologists installed by the government to restore Angkor, Cambodia's greatest cultural treasure to tourist triumph. Happily, however, the collection has been bleached putty colour after it was washed - so I was told - in an ammonia solution, and the surface of cleaned bas-reliefs has been badly eroded. The use of PVA is also rumoured.

A communiqué issued last month by the Cambodian government and opposition groups meeting in Paris to discuss UN peace plans, suggests that there is a pale hope for a New Year peace in Cambodia. UN aid is desperately needed for the long suffering Cambodians, as is the UNESCO umbrella to protect their heritage. Let the French archaeologists, with all their research and experience, leave Passy for Phnom Penh on the first available flight.



Jayavarman VII: safely preserved in the Musée Guimet

Anyone who has ever tried to look at Old Master drawings in the Gallerie dell'Accademia in Venice will appreciate how hard it is to see the collection. Happily, however, the collection is now being catalogued by problem pieces, many with new attributions. Incredible as it may now seem, even the authorship of one of the high lights, Michelangelo's fluent black chalk drawing of a Madonna and Child with Three Angels, was once disputed.

Roman, Tuscan and Neapolitan drawings went on display in 1989, and a scaled-down version of the show was consigned to the art gallery of Edinburgh University, courtesy of the Istituto Bancario San Paolo di Torino, to mark the honorary doctorate awarded to Francesco Cossiga during the Italian President's State visit to Britain in December (which also brought us, courtesy of Fiat, the great Lion of Venice and its accompanying show at the British Museum). Now it comes south as the first major drawings exhibition in the Print Room of London Univer-

sity's new Courtauld Galleries (until January 13).

Within the three regional schools, the selection of drawings is arbitrary. There are some sheets by the great masters among the 89 on show, but they are more than outweighed by problem pieces, many with new attributions. Incredible as it may now seem, even the authorship of one of the high lights, Michelangelo's fluent black chalk drawing of a Madonna and Child with Three Angels, was once disputed. Berenson believes that it and a whole group of other autograph drawings by Michelangelo were the work of his friend and collaborator Sebastiano del Piombo. In fact the work is typical of Michelangelo, and it is the verso - the back of an old woman shown here in the form of a photograph - that is both more unexpected and arguably even more beautiful.

The earliest Tuscan drawing, by the Florentine Quattrocento artist Benozzo Gozzoli, is another of the jewels of the collection. The group of exquisite male heads executed in silverpoint and heightened with white on prepared paper makes for an arresting if fugitive image, not least because one half of the sheet is tinted violet, and the other green.

Figure studies, compositional sketches, and drawings after the Antique are found throughout the show, as well as portrait studies (such as one of Ottavio Leoni's delightful coloured chalks) and landscapes. The finest of the latter is a grand Claude pen and brown ink drawing, a *modello* for an even grander painting in the Doria Pamphili. A particular delight is the spirited, sculptural red chalk figure by Alessandro Algardi, drawn on the verso of a sheet on which is scrawled a long love poem.

The discreet charms of traditional Kabuki theatre

The recent holiday season in Tokyo offered Kabuki-lovers (even ignorant visiting foreigners) programmes of special interest and admirable variety. At the traditional Kabukiza, the lovely and unimpeachable old house in Ginza, the popular actor-manager Ichikawa Ennosuke presented his three act, four-hour version of the elaborate 18th century history play, *Yoshitsune Senjimon Zokura* (The Thousand Cherry-trees of Yoshitsune), concentrating on the section of the play featuring the Tadanobu, a brave fox who magically assumes the form of a noble follower of Lord Yoshitsune. The part naturally requires immense athletic versatility, a gift for quick-change (not only of costume but of voice, acting style, mime); and it is a favourite of Ennosuke's and of his younger son, Shikuzo.

Some years ago, Ennosuke and his company brought this work to Europe, and for many theatre-goers there is served as a thrilling introduction to Kabuki. I was fortunate enough to see it in the incomparable, if incongruous setting of the Teatro La Fenice in Venice; and I recall the rapt attention of the usually impatient Venetian audience as well as my own excited awe. A totally alien, yet not at all inaccessible world of theatre opened out before us.

It was fascinating to compare the remembered Venice production - sets and costumes almost unaltered - with the work as it is presented to the local audience. At the Fenice, whether for reasons of economy or of display, Ennosuke played three parts: the fox, the real Tadanobu, and a bluff, stentorian warrior named Benkei. Now Benkei's scenes have been ceded to another actor but, in compensation we see a great deal more of Tadanobu; and in the second act, for three nights, he engages in an elaborate dance scene with the heroine, Shikuzo (Yoshitsune's concubine), which was - perhaps wisely - omitted in the European tour, as virgin audiences might not have appreciated the extended

mixture of stylised movement and recitation, evoking a past battle and a night of quasi-love.

After the interval, Kabukiza spectators were able to witness an exceptional ceremony, at which the 31-year-old actor Ichikawa Ennosuke was granted permission to use the stage name Monnosuke, used by his father until his death a few months ago. At the ceremony, the new Monnosuke's sponsor Ennosuke spoke frankly about the late Monnosuke's uncertain view of his son's talents and his slow development. The younger actor was equally self-deprecating, but promised to live up to the family name, with Ennosuke's help.

Then, in the final act, Monnosuke VIII was seen as Yoshitsune, a part often played by his father. Actually, in this scene he was required to do little except sit and look noble; (stillness is as important an element in kabuki as motion or speech); he fulfilled his assignment with dignity and was

cheered, though not as wildly as Ennosuke, who - in the last act - produced his full bag of tricks, making his final exit, in fox costume, over the audience's heads suspended from a cable.

A kabuki season is in progress also at the National Theatre of Japan, less atmospheric but considerably more comfortable than the Ginza house. Though the company has no spectacular superstar like Ennosuke, it numbers many fine players - mostly from the Nakamura family. Their main offering also involved the figure of Yoshitsune. In *Ichinotani Fushu Gunki* ("Kumagai's Battle Headquarters") there is little magic, but there are many of the confrontations between duty and love, honour and loyalty that make up the fabric of kabuki drama. In Namiki Soseki's 18th century play, actual events - and chiefly the battle of Ichinotani - form the background, but the foreground is occupied by partly fictionalised characters and by situations whose

reality has been enhanced by the author's rich fantasy.

The central figures are two women, both mothers of sons who have just participated in battle for the first time. Meeting at the general's camp, the women recognise each other after a long separation and, though their sons have fought as enemies, their old friendship and their common maternal concern rekindle the old affection. As a rule we think of the *onnagata* parts in kabuki - the women's roles played by men - as exemplars of delicacy, subtlety and grace, and in many instances, this view is correct. But just as Shakespeare used males both for Juliet and for her nurse, so in kabuki there are many parts depicting older women, devoted handmaidens, nurses and mothers. And in the Soseki scenes at the National the two mature onnagata were the stars: Nakamura Shikan played the general's wife with a mixture of devotion and earthiness, while Sawamura Tanosuke was the grander,

more beautiful Fuji-no-Kata, ex-concubine of the emperor and mother of his son.

For much of the act there is some doubt as to the identity of the son who is known to have been killed; then the general's wife, Sagami, discovers that the severed head brought before the lord in a box is that of her own Kojiro. Nakamura Shikan's portrayal of shock and grief was as formal and as affecting as a Donizetti mad scene. As her husband the general Kumagai, the actor Nakamura Echizen rose to equal heights in his farewell, when, stripping off his armour he revealed monk's dress beneath and declares that he has determined to spend the rest of his life as a vagrant priest, praying for his son Kojiro. His exit was a supreme indication of kabuki's emotional power. Even a total outsider, with no knowledge of the language and only the most superficial idea of the drama, could not fail to be moved.

William Weaver

INTERNATIONAL ARTS PREVIEW & EXHIBITIONS

A festival of music by Hans Werner Henze dominates this weekend's events in London. The festival, organised by the BBC at the Barbican, is the latest in a highly successful series focusing on leading contemporary composers. Tonight's concert by the BBC Philharmonic Orchestra under Mark Morris includes the UK premiere of the Violin Concerto No. 1. Tomorrow at 15.00 the London Sinfonietta gives the world premiere of a revised concert version of Henze's ballet *The Idiot*. Tomorrow evening at the Guildhall Theatre the composer conducts his own staging of *The English Cat*, a black comedy set to Edward Bond's Balzac-inspired libretto. Sunday's concert, in which the BBC Symphony Orchestra will play *The Rite of the Medusa*, is directed by one of Germany's leading younger-generation conductors, Ulf Schirmer. On Monday Peter Sheppard plays the Violin Concerto No. 2 and the festival ends on Tuesday evening with two of Henze's most ambitious scores, *Tristan* and the

Seventh Symphony. Henze will give a series of pre-concert talks and there are early evening foyer performances, including El Cimarron tomorrow and Sunday.

The main event at the Montale in Brussels this month is a new production of *The Nutcracker* by Mark Morris, opening tomorrow. It is conducted by Sylvain Cambiaggi and runs till January 28. Dance also features prominently in Washington's cultural programme next week, when American Ballet Theatre open a short season at the Kennedy Center. On Tuesday the programme is a triple-bill of Balanchine, Balanchine's Ballet Imperial and Twyla Tharp's Brief Fling. A new production of *Coppelia* staged by Enrique Martinez opens next Friday.

The Royal Shakespeare Company visits the Deutsches Schauspielhaus in Hamburg this weekend with *The Winter's Tale* and *Coriolanus*. Both productions are by Michael Bogdanov in designs by Chris Dyer. In Berlin, Peter Stein is back at the Staatstheater to restage his production of *The Cherry Orchard*, opening on Wednesday.

The most notable operatic event of the week is a 20th century double-bill at the Amsterdam Muziektheater, opening tomorrow. It brings together Schoenberg's *Die glückliche Hand* and Morton Feldman's *Nether*, sung by the American soprano Reri Grist. The staging is by Pierre Audi, and the conducting is shared by Oliver Knussen and Richard Barnes.

EXHIBITIONS GUIDE

AMSTERDAM
Rijksmuseum Painters of Venice: traces the origin and development of the Venetian "vedute", town views of the 18th century. Canaletto, Bellotto and Guardi form the heart of the exhibition, drawn from collections worldwide. Ends March 3. Also Dutch Watercolours from the 18th Century, an exhibition of 70 watercolour drawings by Jacob de Wit, Cornelis Troost and others. Ends Feb 17. Closed Mon.

BRUSSELS
Musée Royaux d'Art et d'Histoire Inca-Peru, an exhibition tracing the evolution and decline of the Inca culture through 450 artefacts. Ends Jan 20. Closed Mon.

FRANKFURT
Jahrhunderthaus Hoechst Drawings and watercolours of German Expressionism: a selection of work by Beckmann, Kokoschka, Schiele and others. Ends Feb 2. Daily.

THE HAGUE
Mauritshuis Foundation Great

Dutch paintings from America: 75 masterpieces from public and private collections, including works by Rembrandt, Vermeer, Frans Hals and Van Goyen. Ends Sun. Daily.

LAUSANNE
Fondation de l'Hermitage Francois Bocolin (1828-1890), a retrospective including 150 paintings and drawings of scenes around Lake Geneva. Ends Jan 21. Closed Mon.

LONDON
Hayward Gallery The Drawings of Jasper Johns, 120 works by the American artist ranging over the past 35 years. Ends Feb 3. Daily.

ROYAL ACADEMY
Egon Schiele and his contemporaries, major exhibition of Viennese paintings, including Kokoschka and Klimt. Ends Feb 17. Daily.

MARTIGNY
Glanadde Foundation Retrospective of sculpture, paintings and drawings by Camille Claudel (1864-1943). Ends Feb 17. Daily.

MUNICH
Akademie der Schönen Künste Joseph Beuys (1921-1986), 150 paintings and drawings from the Van der Grinten collection. Ends Jan 27. Closed Mon.

ST. LOUIS
Museum of Modern Art From What We Have and What We Would Like, a selection of work from the gallery's own collection juxtaposed with other work on loan. Ends Jan 27. Closed Mon.

ST. LOUIS
Haus der Kunst Paintings and Objects d'Art 1985-1990, an exhibition of work added to the city's art collection over the past 25 years. Ends Feb 17. Daily.

ST. LOUIS
Kunststiftung der Hypo-Kulturstiftung

Royal Dresden, Art at the Saxon Court: a collection of paintings, sculpture, porcelain, jewellery and objects d'art showing the artistic and technical sophistication of 18th century Dresden. Included in the exhibition are the 41-carat Dresden green diamond and paintings by Canaletto. Ends March 3. Daily.

LENZBURGH
Fritz Göttinger Photographs Beuys photographs of the German artist Joseph Beuys taken by Fritz Göttinger between 1950 and 1968, including portraits of Beuys and photographs of his drawings and sculptures. Ends Jan 20. Closed Mon.

NEW YORK
Metropolitan Museum Mexican art from pre-Columbian era to 20th century. Ends Sun.

PARIS
Bibliothèque Nationale Memories of Egypt, multi-media exhibition commemorating the bicentenary of the birth of the Egyptologist Champollion. Ends March 17.

PARIS
Conservatoire National des Arts et Métiers celebrating the 900th anniversary of St Bernard's birth, the exhibition includes manuscripts, stained glass windows, scale models of cloisters and a huge wine press. Ends Feb 28.

PARIS
Galerie Odeon Cezanne Wide-ranging collection of paintings by Andre Masson. Ends Feb 2.

PARIS
Grand Palais Paintings, drawings

and tapestries by Simon Vouet (1590-1649), whose vast compositions decorated palaces and churches at the time of Louis XIII and Richelieu. Ends Feb 13.

PARIS
Habitat 67 and Co Drawings by French and Italian masters of the Ecole du Nord. Ends Jan 19.

PARIS
Louvre Recent acquisitions of the Department of Objects d'Art. Includes 136 exhibits of medieval ivories and gilded work, renaissance bronzes, enamels and majolica. Also 18th century furniture, tapestries and porcelain, many of which were royal gifts or royal possessions. Ends Jan 21. Closed Tues.

PARIS
Musée des Arts Décoratifs Panoramic wallpapers from the 19th century. Ends Jan 21. Closed Mon and Tues.

PARIS
Musée d'Orsay From Manet to Monet: the museum's acquisitions over the past seven years, including paintings, drawings, photographs and furniture. Ends March 10. Closed Mon.

PARIS
Carte musée et monuments sold in museums and metro stations enables visitors to avoid queues at 60 museums and monuments, including the Louvre, Musée d'Orsay and Versailles.

PRAGUE
National Gallery Jan Zrzavy (1890-1977), exhibition of paintings at the Wallenstein Riding School. Ends March 3. Closed Mon.

PRAGUE
Villa Medici Jean-Honoré Fragonard and Hubert Robert: a comparison between two very different 18th century artists, often depicting the same landscape. Ends Feb 24.

ROTTERDAM
Museum Boymans-van Beuningen Fra Bartolomeo, drawings from the Italian Renaissance: a selection of 100 drawings from the museum's collection. Most are figure studies for his paintings. Ends Feb 17. Closed Mon.

STUTTGART
Staatgalerie Selection of paintings by the Bolognese artist Giuseppe Maria Crespi (1685-1717). Ends Feb 17. Closed Mon.

VIENNA
Kunsthistorisches Museum Roberto Capucci: Gowns as Armour, fashion in steel and silk from past and present. Ends April 2. Also Mozart in Vienna, an exhibition for the Mozart bicentenary. Ends Sept 15. Daily.

WASHINGTON
National Gallery A major exhibit of 80 Van Dyck paintings borrowed from collections worldwide and mixed with the gallery's own collection. Ends Feb 24. Also Titian, Prince of Painters: 50 works from public and private collections worldwide. Ends Jan 27. Daily.

ZURICH
Kunsthau Giovanni Segantini (1858-1899), retrospective of post-impressionist paintings and drawings from the three major periods in his life, including landscapes from the Swiss Engadine. Ends Feb 3. Daily.

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Friday January 11 1991

Massaging the oil price

ONE NOTABLE paradox of the Gulf crisis is the fact that the approach of the UN deadline has conspicuously failed to propel the oil price back to the peaks reached in the autumn. Today's level is a far cry from late September's figure of around \$40 a barrel, and while the price will inevitably remain sensitive to the ebb and flow of diplomacy, there is some comfort to be derived from the manifest softness of the oil market in the face of the increasing risk of outright war.

The International Energy Agency (IEA) now estimates that western oil stocks are at their highest levels for nine years. Leading oil producers, including Saudi Arabia, Iran and Venezuela, have moved considerable quantities of oil away from the potential for export in order to supplement deliveries to consumers in the event of an interruption to supply. Equally striking, the Organisation of Petroleum Exporting Countries (Opec) has shown a remarkable capacity to increase production in a period when western demand has anyway been slowing in response to incipient recession. Historically, in real terms, the oil price is depressed. Does this mean that the IEA has been justified in playing an exceptionally low-key role in the first five months of the crisis?

Oil sharing

Clearly the rapidly with which the market has made good much of the loss of Kuwaiti and Iraqi oil suggests that any resort to the IEA's arrangements for oil sharing between its 21 member states, which can be triggered by a seven per cent fall in oil supplies, would have been academic. But even if the agreement is workable, there are some doubts. There are grounds for thinking that it is largely academic anyway. The earlier oil price hikes of 1973-74 and 1978-79 gave rise to crises not of supply but of price. This has certainly been true of the dislocation that has followed the Iraqi invasion of Kuwait and will in all probability be true in the conditions that arise from any western military response.

The real problem is that the impact of higher oil prices on

the world economy could be far more costly than the war itself, and it extends far beyond the IEA draws its membership. Against that background the case for making use of strategic stocks is a great deal more obvious than the case for cumbersome oil sharing arrangements which were devised at a time when much of the world's oil was traded in a transparent fashion on spot and futures markets.

Market overshoot

The appropriate principles for stabilising speculation are much the same as those that apply in central bank exchange market intervention. While the time horizon in the oil market is different, it is no less prone to overshooting than the currency markets. And to the extent that the oil price loses touch with the immediate realities of supply and demand and acquires an anxiety premium, it would make sense to attack the premium through aggressive intervention when market sentiment looked vulnerable. Where a genuine loss of supply posed little more than a transitional problem it would make equal sense to use strategic reserves to mitigate extreme price volatility. Yet the IEA is only willing to intervene directly where there is a serious shortage of supply, which is precisely the situation in which the use of strategic reserves is likely to be ineffective.

If there is to be any attempt at price stabilisation, the job seems more likely to fall to President Bush than the IEA. The United States holds the biggest reserves and has less reason (or justification) than other countries to worry about releasing those reserves without a simultaneous response from other countries to restrain demand. And it is surely in the wider US interest, not least in terms of east-west relations, to seek to damp down the more extreme fluctuations in the oil price. But the way to deal with the worst-case oil scenario – a serious long term disruption of Saudi supplies – is not through market manipulation. In that event, oil stocks can do no more than limit the wider economic damage.

Mr Lamont's grim options

WHAT BETTER way to start off the Budget season than with an equally peculiar British ritual, the weekend country house party. The discussions at Cheltenham this weekend are an initial stage in a journey whose end is the chancellor's emergence from "Budget purdah", waving his battered red case. The Budget is the chancellor's day of glory. This year, however, the Budget is unlikely to give pleasure to anyone, except the opposition.

"If it isn't hurting, it isn't working," said Mr Major when chancellor. It is hurting and it is going to hurt a great deal more. Already the Treasury's forecasts for the Autumn Statement of economic growth of 0.5 per cent this year look hugely optimistic. But this deterioration in the British economy is only one of the factors that Mr Norman Lamont will wish to discuss. Far worse, a major war could be far away within a week.

Two questions

Given these uncertainties, the right course would be to focus on two conceptual questions, instead: whether entry into the exchange rate mechanism should change the way fiscal policy is approached; and whether significant reform of taxation can be contemplated and, if so, where.

Since March 1988 the aim of fiscal policy has been to balance the budget (that is, the public sector borrowing requirement) "over the medium term". Unconvinced in addition of the need for fiscal fine tuning, the government has taken a fairly passive approach to fiscal policy.

The custom has simply been to take the outcome for the PSBR (or debt repayment) as the target for the succeeding year. When monetary policy is, if not locked, at least constrained by ERM membership, is such passivity desirable in principle? When interest rates are high, sterling weak and the economy in a depressive, is such passivity tolerable in practice? The questions are still more pressing when the growth of M0, or narrow money, has been within the Treasury's target ever since last August.

The case for a more aggressive fiscal policy has, indeed,

been strengthened by ERM entry. Furthermore, the economy is weak and capital markets could readily accommodate a large fiscal deficit.

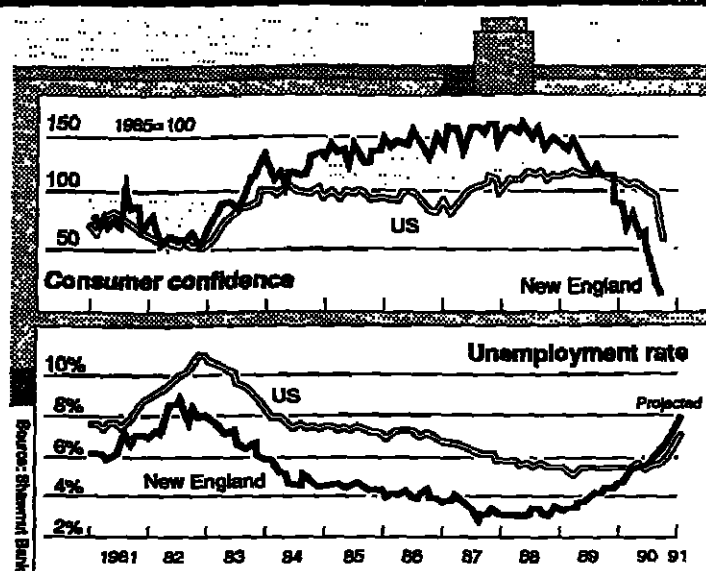
Nonetheless, the government would be ill advised to make substantial net changes in taxation beyond those required by the indexation of allowances. A discretionary tightening of fiscal policy is not required. There will be no real fiscal drag (the tendency of tax revenue to rise more rapidly than gross domestic product) to offset. Last but not least, a discretionary fiscal loosening could be counterproductive in terms of the main aims of lower inflation and lower rates of interest.

In the UK discretionary fiscal changes have almost always been ill-timed. Any action this year looks likely to be far too late. But the main objection to a discretionary fiscal loosening is that the recession is not so much the problem as the solution. The government has chosen a disinflationary policy. That being so (and presuming it is not politically and economically desirable to get the pain over as quickly as possible). What will lead the economy out of the recession will be falling rates of interest. For this the rate of inflation needs to be pushed down as swiftly as possible and the credibility of the exchange rate needs to be increased. Both require a firm Budget.

Taxation of perks

Yet such a Budget need not be boring. There are ways to raise revenue – through the taxation of perks, such as those for company cars, or modification of mortgage interest relief or more radical still, re-introduction of a property tax – that would allow tax changes elsewhere. This revenue could then be used for further incentives for savings, for example.

Nonetheless, Mr Lamont's first Budget is unlikely to be an occasion of joy. He can offer little. He must, instead, reinforce the bold policy on which his predecessor embarked. Only thus can he attain what both he and the country need: sharply lower inflation, lower interest rates and a durable economic recovery.



Total loans secured by real estate

Commercial and Savings banks 800

1979=100

New England

US

Source: Federal Reserve Bank of Boston

Value of total construction contracts

New England

US

Source: Federal Reserve Bank of Boston

Sep 1989

1980

As recession deepens across the US, some of New England's problems are spreading, write Alan Friedman and Martin Dickson

Dire straits, and getting worse

US since the statistical measure was begun in 1970.

But statistics tell only part of the story; gillows humour has taken the place of 1980s bravado. "At least I outlasted the bank," joked one fallen property developer.

"Do you know what a neutron loan is?" asks a prominent real estate lawyer. "It is when the bank and the borrower both self-destruct, leaving only the property standing."

Two key questions are posed by this painful state of affairs: how much more can the regional economy fall? And are the severe problems of New England the results of unique circumstances or, more ominously, are they an accurate harbinger of a deeper recession and set of bank failures that could soon cascade along the eastern seaboard and then even farther afield?

To answer those questions, it is necessary to look at how New England got into its plight. The region, which contains 5.3 per cent of the US population and accounts for a little larger share of national output, has had to work hard for its living since the Pilgrim Fathers landed on its inhospitable shores in the early 17th century.

For the rocky, thickly wooded region, with its economic heartland centred on Massachusetts and the port city of Boston, lacks natural resources. Down the centuries its inhabitants have relied so successfully on brainpower to rebuild economic growth out of slump that a phrase has been coined to describe it: "Yankee ingenuity." In the mid-19th century, for example, New England was the cradle of the American industrial revolution and the textile mills in the Massachusetts town of Lowell were the envy of the world.

The early 1980s witnessed a particularly dramatic example of this cycle of economic renewal. New England suddenly experienced employment growth and wage rates well above the national average. The politicians called it the "Massachusetts miracle", and Mr Michael Dukakis, then governor of the state, fought an unsuccessful presidential campaign on the strength of it.

But the miracle proved a mirage.

The prosperity stemmed in substantial measure from a lucky coincidence which saw three of the region's main sectors enjoying strong simultaneous growth: the cold war policies of the early Reagan years were kind to local defence contractors; the information technology explosion helped the cluster of computer companies on Route 128, the main highway around Boston; and strong growth in global capital markets gave a thrust to the city's financial services community.

By 1985-1987 all those sectors were turning down. Defence spending had peaked, the computer industry was hit by a global decline which affected several leading New England hardware companies, and finance suffered in the wake of Wall Street's Black Monday. In addition, the region was

New England, along with New York, is in the vortex of the recession. It is the worst-hit part of the country

fast shedding other manufacturing jobs, scared off by an extremely rapid rise in property prices and labour costs.

But despite the slowdown in the region's growth, a speculative binge of real estate investment none the less developed in the mid-1980s as cash-rich banks and thrifts virtually threw money at property developers. The price of office space in suburban Boston rose from \$9 to \$20 a square foot between 1981 and 1988. Although no big bank was as reckless in its lending as the fallen Bank of New England – which allowed 37 per cent of its total loan book to be concentrated in commercial real estate – the Boston Fed says that the proportion of total commercial and savings bank loans secured by real estate in the region jumped to twice the national average by early 1989.

The real estate bubble was bound to burst for more than just cyclical reasons. In the late 1980s more than 100

thrifts in the region went public and raised an enormous amount of equity capital; in Massachusetts alone a handful of thrifts sold \$1.5bn of shares in just 18 months. Capital ratios skyrocketed, in some cases above 20 per cent, so the thrifts then went on a lending spree. "It was not hard, with federal insurance, to raise the liability side of the balance sheet," says the Fed's Mr Syron. "It was a lot harder to book good assets."

Mr William Seidman, chairman of the Federal Deposit Insurance Corporation, told a congressional committee that he could not rule out the possibility of more bank failures similar in size to that of the Bank of New England. The corporation is expecting \$9bn of losses in 1990-91 as a result of bailing out failed banks, and – in a stark indication of things to come – is seeking a \$20bn levy on healthy US banks to replenish its funds.

Recovery for New England will almost certainly be long and painful. Mr Syron and most economists agree that the region will reach the bottom of the recessionary trough at least six months after the national economy – or some 12 to 18 months from now. This is because the banks, anxious to repair their capital ratios, are nervous of taking on new loans, and corporate New England faces an acute credit crunch.

Mr Jasper Everts, a fund manager at Harbor Capital in Boston who is a director of the Boston Stock Exchange and a member of the board of the Cambridge Trust Company, a small private bank, says the banking sector has been hit so hard that its willingness and ability to lend could make recovery slower. "Too many loan officers are now pleased with having the fewest number of write-offs rather than the largest number of loans."

The freezing of bank credit in turn is accentuating the problems in the property market. Whereas in 1988 the stock of new office space in the Boston area was equivalent to a two-to-three year supply, analysts say the surplus there is now six or seven years' worth. A leading real estate expert says that besides the banks, several big insurers are also

sitting on huge piles of foreclosed property – and to insurance could be the next sector to suffer.

With house values plunging and the unemployment rate rising fast, it will also take a long time to restore shattered consumer confidence. At the same time, New England's state governments are struggling with huge budget deficits because the recession is eroding the tax base. They will either have to increase taxes or slash services – and doing either will add to the downward economic spiral.

To all these local factors must now be added the national recession the US entered last autumn, which will cut demand for New England goods and services outside the region. And if a Gulf war leads to a sustained rise in oil prices, New England will suffer particularly severely, since imported crude accounts for more than 60 per cent of its energy costs.

Nor are there any substantial signs of light at the end of the tunnel. It is true that Boston's large mutual funds (unit trusts) business is still in good shape, that a fledgling bio-technology industry offers promise, and that the weakness of the dollar is helping export businesses. But none of this seems likely to provide the big new industrial engine needed to kick-start the economy.

As recession deepens across the US, some of New England's difficulties are being repeated in other regions. In particular, real estate values have been crumbling down much of the eastern seaboard, which in turn suggests that more banks – though most of them small – will go to the wall, from New York state to Georgia.

However, no other eastern region is expected to face difficulties as severe as New England's. This is partly because their growth in the boom years was not so marked or unsustainable; and partly because the regional economies of New York, New Jersey and the mid-Atlantic states tend to be more diversified and balanced. Banking failures across the US cannot be ruled out. Mr Seidman says that should the recession prove deeper or longer than forecast, more bank failures will be "almost assured". This would increase the cost of the federal bail-out to the government and further weaken the fabric of the fragile American economy.

Back in Boston, it is perhaps indicative that a debate is raging as to whether the region's crisis is as bad as that of Texas in the mid-1980s, when the crash of crude oil prices sent the economy into a tailspin that saw the failure of nine of the state's 10 largest banks.

The answer is almost certainly not. Mr Nicholas Perna, chief economist at New England's Shawmut Bank, says that "on the Richter scale there is an earthquake here of 2.5, as opposed to a Richter nine in Texas".

This may be the case, but for those falling into the cracks opened by New England's economic earthquake, such comparisons offer precious little comfort.

Dentsu rubs it in

■ Saatchi & Saatchi eat your heart out. While Britain's crippled advertising giant was tendering its financial rescue plan in London, its Japanese counterpart Dentsu was flaunting its advertising industry leadership by throwing the world's most lavish new year party.

Even compared with Saatchi's glory days, when it thought nothing of converting Alexander's Palace into a replica of its Charlotte Street headquarters, Dentsu's thrash was bigger and better.

On the first floor of Tokyo's Imperial Hotel there was champagne and a baroque music trio in front of a mock-up of Berlin's Brandenburg Gate. All around were bistros, beer halls and restaurants of various national distinctions to support the "Spring in Europe" theme.

Moving up a floor, you could have your portrait drawn, be filmed in high-definition video against one of four eastern European backdrops (sample – Chopin's home in Poland), be told your fortune by palmist, tarot-card reader or astrologer, then take in a 20-minute floorshow featuring many beautiful young ladies. Japanese and otherwise.

It took a year to plan the party for 11,000 people which now takes the road to Osaka, Sapporo, Nagoya and Fukuoka. While Dentsu won't say what it costs, anyone conversant with Tokyo prices will know \$2m is a conservative estimate. Come to think of it, wasn't that the paltry sum Saatchi tried to save shareholders with its ill-fated convertible preference share issue?

Cheque mate

■ In a bid to placate the Sids, Franks and disgusts of Tumbidge Wells, who complained bitterly about the way shares were allocated in

OBSERVER

last year's privatisation of the 12 regional electricity companies, the government has promised that when the two generating companies are floated, nobody's cheque will be cashed unless they are due for some shares.

Hardly generous, you may feel, but last time round some people's cheques were cashed, and then returned to the unsuccessful applicants a few weeks later.

This was because shares in each regional company were allocated separately, and some cheques had accordingly to be split into twelve, says Dewe Rogerson, the government's highly paid marketing adviser. Surely it could be just a cynical ploy to top up privatisation revenues with a modicum of interest income?

Power points

■ Giulio Andreotti, 72 next week, is the wittiest as well as most durable of Italian politicians – he has been a minister for most of the past 40 years. And his sixth term as premier has not prevented him from publishing a book of selected quips from his concurrent career as a political entertainer.

The title – "Power Exhausts... but it is better not to lose it" – derives from one of his classic utterances: "power exhausts those that do not have it." Here are some other samples.

On a chauvinistic note: The better I know certain gentle ladies, the better I understand the fascination of ecclesiastical celibacy.

Of an anti-clerical colleague: He could not stand being close to priests, except at election time.

The politician: The most difficult dictatorship to hate is one's own. Andreotti, man of the church: I do not have personal



"I've taught it to talk for six hours without reaching any conclusion."

plans, but aspirations. Rather, an aspiration alone: to die with God's grace, as late as possible.

Knotty one

■ To breakfast aboard the 67ft Rhone-Poulenc, perched high albeit not altogether dry outside London's Earls Court for the Boat Show. Come September next year 100 identical yachts leave Rio in the British Steel Challenge: a race round the world widdershins – east to west, against the spin.

Overheard Jorgen Philip-Sorensen, chairman of Group 4 Securitas which is sponsoring one of the contenders, describe inauspicious start to own seagoing career. "Bought my first boat in Sweden. It sank after a week."

Also heard salty Chay Blyth discourse on selecting race crews from volunteers keen to pay £14,850 for the privilege. They're not always easy to accommodate, it seems. Following joint application

from married couple, he interviewed them separately. On asking the husband if he wanted to sail in same yacht as his spouse, he answered "Of course". The wife's reply to the same question was "Like hell I do."

Schmaltz hotel

■ Anyone tempted to go on Hidden Hotels' £350-a-head "give your partner more peace" weekend would do well to check for the hidden extras. The package, supposed to rekindle ashen romances, is being marketed in the run-up to St Valentine's day.

True, the price includes the personal musician who can be cued to toot flute, twiddle fiddle or even thrum drum at decisive moments. Likewise the white tuxedo and/or off-the-shoulder dress and the "official conversationalist" to teach chatting-up techniques over afternoon tea.

But if either party wants to sparkle in a borrowed tux or the bill goes up by £40. And cutting a dash by driving around in a Ferrari not only costs an extra £500, but is limited to lovers aged at least 28.

Fighting spirit

■ Cambridge University Boat Club did a quick rethink about its trial run today on the Thames, the first stage in the selection of the crew to row against Oxford on March 30.

The two trial crews are traditionally given silly names. Last year the boats were christened Red Alligator and The Banshee. But this time Cambridge, who have beaten Oxford only once in the last 15 attempts, hoped to inject some fighting spirit into their crews by calling the boats Iraq and The Rest of the World.

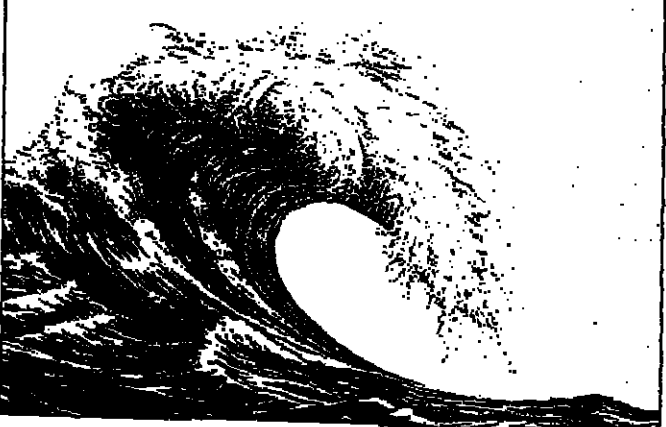
However, in the interest of taste and to the dismay of headline writers, a different spirit is being injected. The two boats have been renamed Drunk and Disorderly.

GUESS WHERE IN BRITAIN THE CRIME RATE IS ACTUALLY FALLING?

There's only one major conurbation in Britain where the overall crime rate fell last year.

What's more, in established industrial areas, burglary and theft was down for the fourth year in succession. And for businesses on land regenerated by the area's Development Corporation, last year's reduction was a dramatic 28%.

Where is it? Surprisingly, it's Merseyside. We can tell you hundreds of surprising facts about Merseyside, and its unique new wave of investment opportunity. Write to Harvey Sunderland, Merseyside Development Corporation, Dept 03, Royal Liver Building, Pier Head, Liverpool L3 1JH – or dial 100 and ask for freephone 1723.



مكازم التحصيل

POLITICS TODAY

Clarke conducts his own class-warfare

By Joe Rogaly



The education secretary: starting to reverse a 25-year schools eclipse

It is easy to rant at British education. Some of us have ranted for a long time. We have had to. During the past quarter of a century apocalyptic outrage has been the only rational response to the discovery that since the late 1960s many of our state schools have been staffed by lunatics.

It is not so easy to accept evidence that the managers of the system may be getting up to do better. Yet we appear to be at the start of what with luck might turn out to be a period of slow improvement. By the time the new century dawns quite a few British state schools may be on the verge of adequacy. The best of them may even meet the needs of children who will be aiming for jobs in a competitive Europe.

The headlines of the past week suggest otherwise. Yesterday's were to the effect that her majesty's inspectors of education find that the teaching of reading is "less than satisfactory" in a fifth of the institutions of lower learning they have visited. The figure is not as bad as might have been expected from the stories you hear from concerned parents, but it is nevertheless terrible. A recent report from the National Foundation for Educational Research indicates that since 1985 there has been a fall - doubtless a further fall - in the reading standards achieved by seven-year-olds. Mr Kenneth Clarke, the canny new secretary of state for education, was quick off the mark with an instruction to schools and local education authorities to try harder.

He must know that such an instruction is more likely to be filed away than acted upon. Something else is required, something more radical. Suddenly we may almost have it. At least the makings of it. I refer to the much-maligned Education Act put through in 1986 by Mr Clarke's predecessor but one, the ever-smiling Mr Kenneth Baker. Mr Baker has his critics, and indeed his faults, but this is not the occasion on which to rake over all that. For his place in history, as the minister who put the 1986 act on the statute books, is secure. It is a powerful piece of legislation. Properly implemented by future governments, it could come to be regarded as the prime achievement of the Conservative government elected in June 1987.

To appreciate this, hark back to October 1978. On that day Mr James Callaghan, then freshly in office as Labour prime minister but now a year, spoke about the low standards attained by young people in British schools. It was a carefully-constructed speech: at the end of it the stubbornness of the teaching profession was exposed. To Lord Callaghan, then, was the credit for initiating a "great debate on education at a time when child-centred, progressive, know-nothing-and-strive-less teaching was at its most destructive."

There was no mystery about what had to be done. Control over teaching had to be wrested from the teachers. Their "secret garden" had to be invaded. Their right to ruin children's minds behind securely-closed classroom doors had to be removed. Yet no minister, Labour or Conservative,

dared to tackle this until Mr Baker came along. All of them, including Shirley Williams, Mark Carls and Keith Joseph accepted the Department of Education's belief that its job was to supervise school buildings, period. The first two Thatcher terms passed, and nothing was done.

But Mrs Thatcher, herself a former education secretary, did eventually recall the echoes of the Callaghan-inspired debate. Perhaps because of her recollection of the character of the Education Department, the then prime minister set her sights low. She demanded a basic core curriculum designed to give children in the worst schools an acquaintance with the three Rs, plus a smattering of science. There would be a few simple tests. Mr Baker took the brief, but amplified it. You would expect that of him, for he is a man of dreams. I can recall when he wanted to link every home in Britain to a network of fibre-optic cables. He dreamed so strongly about his education bill that he found the strength to win his arguments with Mrs Thatcher.

The result was a legal requirement for a 10-subject core curriculum, with children to be "assessed" (heaven forbid they be tested) at the ages of seven, 11, 14 and 16. On that foundation the Education Department has subsequently enacted a great administrative edifice with curriculum councils and a school examinations and assessment council and a large number of criteria for the provision of information. It has two flaws: it is unwieldy, and it is still at least partly infested with 1960s child-centred notions that persist into the 1990s.

Mr Baker's successor, Mr John MacGregor, started to tackle the unwieldiness. The original cunning plan provided for continual assessment of pupils' progress. It would be carried out by teachers, working to a long list of attainment targets, over all subjects. On top of that there would be national tests the results of which would have to be reconciled with those carried out by the teachers. All of this involved hundreds of hours of checking and entering. It was impractical, a dead-bound blueprint.

Mr MacGregor ordained that at the ages of seven and 11 the national assessments would apply only to "key aspects" of mathematics, science and English - more or less Mrs Thatcher's original agenda - and that the other seven subjects would be

assessed by teachers without the control of a national standard test.

Since he succeeded Mr MacGregor in November, Mr Clarke has taken the simplification further. He has asked for a review of the attainment targets in science and mathematics. These targets are broad subsets of each subject. The review should produce fewer targets - perhaps four or five, as there are in English and technology - rather than the 14 currently set for maths and the 17 for science. Recalling from the notion of a 10-part compulsory GCSE examination at 16, he has designated English, mathematics and science (again Mrs Thatcher's original trio) to be core subjects. Art and music are no longer compulsory after age 14. History and geography become alternatives in the later years.

Mr Baker would probably not have done that. He has a vision of the importance of history as a part of the national psyche. In fact there were

strong arguments about how nationalistic history should be. Downing Street had its views; Mr MacGregor battled to neutralise this controversial curriculum. We shall see how far he got when draft parliamentary orders on history and geography are published next week. Those who argue that the state should not be deciding these matters at all are supported by the evidence of such international quarrels. At least we have no equivalent to the French obsession with where to place the circumflex.

All of the above has led to some teasing. What happened, it is asked, to the incredible disappearing curriculum? Most of it, perhaps still too much, remains in place. Music, art and physical education are yet to be set, they will be less detailed than the others. Interim reports from their working groups are due this month. The timetable for getting all 10 subjects into ring binders and tested

stretches to the summer of 1997; perhaps we shall have a single European currency before it is complete. Meanwhile this summer parents of seven-year-olds will get their first reports based on the new curriculum, as assessed either by teachers or via the standard national assessments.

As to the child-centredness of the curricula themselves, even a minister with as much energy as Mr Clarke will be hard put to recover ground lost to the soppy educationalists and glib outsiders with whom the curriculum councils were packed by the education department. Yet the degree of structure already built in is better than what went before. In time, the curricula may be modified to demand higher things of children. Asking that the little dears be sweated, or properly tested, or allowed to compete against one another, is perhaps not for this century.

This overall conclusion is less frustrating if you accept that it takes about a generation to make real changes in educational practice. Mr Baker's achievement has been to build a machine for making those changes. It is not in itself sufficient. Teachers will have to be better paid, but then they are sure to get a fillip after the next election, whoever wins. Labour proposes an education standards council; the Conservatives could do worse than pluck the idea and put on it people who favour more rigour. Set them to do battle against the existing inspectors and curriculum councils. Both parties now propose to assess teachers' performance in the classroom. Labour currently has the highest aspirations, but

What neither party seems yet to have realised is that Mr Baker's machine could be turned towards improving the status of technical and vocational education. It brings technology into the primary school for the first time. Mathematics and science are now compulsory for all. If further non-academic subjects could become options, the makings of a useful education system, with parity of esteem for all subjects, are there. Providing separate schools for the academic, the technical-minded and a middle group may be wise, but it is not practical politics. The national curriculum could be modified to serve the same purpose, within schools. That would allow pupils the degree of choice contemporary society expects. They could cross from academic to technical and back, as they are able to do between schools in Holland.

All of this may seem unduly optimistic, but my own sense is that we are over the worst. The national urge to improve the system is becoming palpable. Working through the British Association for the Advancement of Science, Sir Claus Moser has engineered the establishment of a free-charge Royal Commission on education - to be called the National Education Commission. He has roped in the Royal Society, the British Academy and the Fellowship of Engineering and got the money from the Paul Hamlyn foundation. The political parties all see education as a leading electoral topic. We must rant on, but perhaps not for a further 25 years.

The state and social behaviour

No reason for regrets

By David Walker

From a study commissioned by the Economic and Social Research Council, the way to cut down on smoking is to fall in love. Taking up with a non-smoker led to giving up - according to a panel asked to report changes in their health-related behaviour. Pillow talk secures more enduring changes in behaviour than pamphlets from the Health Education Authority.

Fragile evidence, but it is illustrative. Much of what goes on "deep" in society remains impervious to efforts by the state to alter behaviour that has officially been condemned. The category includes various labour market behaviours (demanding pay increases and consumption (borrowing to pay for it) that even a liberal, free-market government wants to intervene to stop.

If it is too hard to get us to stop using credit cards, how much more difficult is it for the government to prevent procreation, or dragon women into marriage. And if the state cannot alter demography, how can it change social policy?

The intractability of behaviour at large (to use a favourite phrase of the council's chairman, Professor Howard Newby) is an ancient torment of the left, worried about collective action. It is more recent news for the right, who in their recent years of ascendancy have invoked the authority of the state when what people get up to in their private worlds has turned out to be morally repugnant or to border on the anarchic.

Crime is the most striking example of behaviour which governments find difficult, if not impossible, to alter at source. Where indeed is the joystick for a Conservative government anxious about theft or urban violence? The latest figures show increases in various classes of offence. The latest home secretary is trotted out to respond; but he, as usual, does not even begin to address the absence of any coherent relationship between numbers of police, prison officers and judges and the level of behaviour labelled criminal. Single parenthood, illegitimacy: Conservative ministers have become alarmed; the Cen-

tre for Policy Studies has cribbed grandiose schemes of social engineering from the American New Right to deal with them. The fact that government ministers never quite ended up with a family policy is surely because, like crime, child-bearing and the fissile tendencies in man-woman relationships in modern Britain are shaped by causes which are too big and too complex for a liberal democratic state even to attempt to do anything about.

In what to positivists may look like an odd celebration of the council's 25th anniversary, Prof Newby tells policymakers that the capacity of the state is being curtailed by a long-run trend that accelerated in the 1980s. "Privatisation" has insulated people from the attentions of policymakers, their activities have become more difficult for statisticians to measure, and for conviction politicians to change.

Governments are not powerless, nor are they wholly ignorant. The point is that social interventions in the 1990s should take place tentatively, locally, experimentally. If social and economic reality is more intractable, the most appropriate style for both social investigator and policymaker is, surely, humility. That certainly was not a Thatcher attribute. Mr John Major's "classless society" - insofar as he was implying that government can rearrange social structure - sounded a disconcertingly positivist note.

Governments can inform and seek to persuade people to shift of their own volition. But it seems, at the end of an interventionist era, that the limits to the domestic reach of the British state are growing - a fitting parallel to its lack of international "sovereignty". Conditions exist for messier, less predictable social policy implementation - and a concomitant reduction in public expectations of government's capacity. When the next set of government forecasts goes awry, when chancellor or home secretary yanks the policy lever but nothing happens, the weakness of the state should be no cause of regret. The author presents Radio Four's Analysis programme.

LETTERS

Old taxation habits die hard

From Mr Liam Mulloy

Sir, The article by Lucy Kallaway and Tina Dickson ("Painful birth of single market", December 19) said the first beneficiaries of single market principles are banks.

It is perhaps worth pointing out that the single market for Undertaking for Collective Investments in Transferable Securities (UCITS), or unit trusts in the UK, was agreed in December 1986 with an implementation deadline of October 1 1989.

A progress review reveals that only 290 or so funds have taken advantage of the legislation (which requires marketing and promotion activities to come under the host country's control) and taken the cross-border plunge. Interestingly, the greatest barrier to increased cross-border activity has not been the diverse distribution practices or cultural differences within the EC, but rather the stubborn national bias in taxation practices.

Liam Mulloy, Price Waterhouse Consultants, St Lambert Street 135, B-1200 Brussels, Belgium

UK exporters fear for their future if privatisation of ISG goes ahead

From Mr Anthony M.W. Platt, Lord Selsdon and Mr David Perry

Sir, There is a growing level of concern among exporters throughout the country about the fate and future of the Insurance Services Group (ISG) of the Export Credits Guarantee Department (ECGD).

The matter has become urgent in view of the legislation being brought before the House in the next few days, and the options for exporters seem to be increasingly limited.

Big associations representing the vast majority of exporters using the facilities afforded by ISG have been sharing their concerns, which are as follows:

● It is imperative that the existing level of service to exporters from Cardiff should not be diminished, both in terms of the markets covered and credit period available.

● Many exporters, particularly smaller and medium-sized concerns, depend upon a policy to support their export activities and their bank lending. Any change which diminished

the quality of this security and thus the banks' ability to lend would have a profound and potentially disastrous effect upon thousands of companies already struggling with high interest rates and a reduced economy.

● If the decision to privatise and sell ISG is implemented, there is an absolute duty of trust upon the government to ensure that the facilities available do not deteriorate in any way. In this regard, we have concerns that the possible purchaser of the private insurance markets in London and elsewhere has neither the capacity nor the appetite to absorb the obligations routinely accepted by the ECGD.

It is vital, therefore, that government guarantees continue to be available to bridge the gap between international competitive practice and the availability of cover in the private market.

We are concerned that the ongoing government involvement should not be limited to three years, but should continue to be available to British

exporters on at least the same terms as those employed by our competitors.

● There is no evidence whatsoever that other EC countries or trading rivals are dismantling their trade armoury. There is no question that any diminution in support for exporters' national interest will be immediately harmful, and it is vital that whatever arrangements are made, that support is maintained.

● In a difficult and competitive international climate, there is no desire among exporters to be presented with a monopoly as a fait accompli. Should such a situation arise, very strong safeguards would be necessary. It is worth noting that other countries are continuing to provide competitive financial facilities.

Anthony M.W. Platt, chief executive, London Chamber of Commerce and Industry, Lord Selsdon, president, British Exporters Association; and David Perry, chairman, Credit Insurance Group

We would see some strange results with present hard Ecu proposals

From Professor Tim Congdon

Sir, In their further thoughts on the hard Ecu proposal, Mr Patterson of the Treasury (in Treasury's fight criticism of Bulletin's hard Ecu proposal, December 13) and Mr Paul Richards ("A hard Ecu managed by EMF would not be inflationary", December 19) conjure up a strange vision. On the one hand, the European Monetary Fund is to issue hard Ecu liabilities, but hold only national currency assets (it is difficult to see what else the Treasury could mean in saying that hard Ecu liabilities are to be issued "only in return for national currencies"). On the other hand, commercial banks are to be free to have both hard Ecu assets and liabilities.

As the Treasury and Mr Richards have claimed that by restricting EMF assets to national currencies, the introduction of the hard Ecu could not add to the money supply and would not be inflationary. But this restriction would be relevant only to the EMF. They do not want it to apply to com-

mercial banks. Commercial banks would therefore be able to create hard Ecu deposits and so new hard Ecu money balances, in the normal way by making new hard Ecu loans. The Treasury and Mr Richards appear to have conceded my point, that the restriction on the EMF's assets would not curb the money-creating activities of the hard Ecu commercial banking system.

They admit as much when they say that changes in hard Ecu interest rates, determined by the EMF, would be required to control hard Ecu "broad money" (that is, commercial bank deposits) and would be the principal means of monetary control. They clearly believe monetary policy in a pan-European hard Ecu system would be analogous to that in national monetary systems. Here also they are wrong.

In a conventional monetary system the central bank holds assets denominated in terms of the national currency and accomplishes its interest-rate objectives by transactions in these assets (usually Treasury

or commercial bills) with the banks. The price it sets on the bills determines short-term interest rates. But the Treasury and Mr Richards say the EMF could not hold hard Ecu assets. It therefore could not buy and sell hard Ecu bills, and could not determine their price and set interest rates in the traditional manner.

The Treasury and Mr Richards may have another idea in mind, that the EMF could control hard Ecu interest rates by varying the rate on its deposits. This raises the question of why the EMF should have this power, as it would be only one player among many. Unless its liabilities were special in some way (perhaps because of legal tender status), the commercial banks - taking their cue on interest rate levels from existing national central banks - could be just as important as the EMF in setting the hard Ecu rates.

But, for the sake of argument, assume the EMF could control interest rates. Presumably the intention would be to raise interest rates if hard Ecu

lending and broad money were expanding too rapidly. A very perverse result would then follow. The rise in interest rates might slow down hard Ecu lending by commercial banks, but it would make the EMF's own deposits more attractive than before. This would encourage people to switch out of national currencies into hard Ecu. The growth of hard Ecu broad money might moderate, but only by causing the EMF's liabilities to expand more quickly.

Mr Richards performed a public service by putting the original proposals together and so making the Treasury start to think about fundamental questions on the meaning of "a currency money monetary policy" and so on. But the proposals, although imaginative, were not thought through properly. They should never have been the basis of official policy and should now be dropped.

Tim Congdon, managing director, Lombard Street Research, c/o Gerrard & National 33 Lombard Street, EC3



Argentina is now looking beyond the horizon.

By gazing out towards the horizon, Argentinians survey the incredible beauty of their country. From the Andean mountains covered with eternal snow, the winding roads leading to Iguazu Falls, or to the unique natural wonder of Patagonia.

But Argentinians are also looking beyond the horizon, seeing that their country has been reborn. Argentina is a responsible and reliable

nation that fulfills its commitments and keeps pace with other modern nations with its strong work ethic, and a competitive and creative spirit.

That's why you should visit us and see for yourself the exciting investment alternatives in Argentina. Our horizons offer you impressive possibilities.

Argentina
A country where there is so much to see and investment opportunities awaiting



53 Hans Place, London SW1 Fax: 071-589 3106
Tel: 071-584 6494 Telex: 913348 ARGSA

NEW RANGE OF REGIONAL JETS

Aerospace groups plan consortium

By Paul Betts, Aerospace Correspondent, in London

A GROUP of leading aerospace companies, including Aerospatiale of France, Deutsche Aerospace and Aeritalia, plan to set up a new manufacturing consortium to build a range of 80- to 120-seat regional jets. The new group is also likely to include the Havilland of Canada, Mr Henri Martre, the Aerospatiale chairman, said yesterday.

The French group and Aeritalia are currently negotiating the acquisition of de Havilland from Boeing of the US. Mr Martre said there were good chances that the deal could be completed in the next few weeks.

The partners in the new venture also intend to pool their marketing networks and products in the commuter and regional airline sector in a new group called International Commuter.

This would include the ATR turbopropeller aircraft jointly made by Aerospatiale and Aeritalia, Deutsche Aerospace's Dornier turboprop, and possibly the de Havilland range if the deal with Boeing is completed.

The new partnership would compete against British Aerospace, which has its own range of commuter and regional aircraft.

BAA recently announced plans to develop a 130-seat version of its 146 regional jet with two instead of four engines and is looking for partners to share in the \$1bn development costs.

Fokker of the Netherlands is also planning a new 130-seat derivative of its twin engine Fokker 100.

Mr Jean Pierson, the chairman of Airbus Industrie, also indicated this week that the European large aircraft manufacturer was still interested in developing a smaller 130-seat version of its A320 twin engine jet.

For Aerospatiale, the planned new regional jet consortium is part of a series of international partnerships the French state-owned group is negotiating to strengthen its businesses.

Aerospatiale is holding talks with McDonnell Douglas, the US aerospace group, over possible collaboration in the guided weapons sector, Mr Martre said.

In the space sector, the French group is actively involved in setting up a European satellite consortium including Deutsche Aerospace and Aeritalia.

The partnership would also have close ties with Ford Aerospace in the US, now controlled by the Loral group. The three European partners are considering taking a 45 per cent stake between them in the Ford space business with Loral keeping the majority.

Among these, Aerospatiale and Deutsche Aerospace are also pooling their helicopter activities into a new venture called Eurocopter. Mr Martre yesterday renewed his invitation to Westland of the UK and Agusta of Italy to join Eurocopter.

Mr Martre said Aerospatiale sales totalled FF433bn (\$6.3bn) last year and were expected to total more than FF40bn this year.

Lithuanians warned of presidential rule

By Quentin Peel in Moscow and Leyla Boulton in Vilnius

LITHUANIA was yesterday given a virtual ultimatum by Soviet president Mikhail Gorbachev to renounce its moves towards independence.

Mr Gorbachev gave a veiled threat of the imposition of direct presidential rule from Moscow, claiming that "the situation is virtually reaching a dead end" and that he had received numerous messages from organisations and work collectives urging him to take control.

In a statement ringing with phrases of old-fashioned Communist propaganda, Mr Gorbachev condemned the nationalist leaders for attempting "to restore the bourgeois system... under slogans of democracy."

His appeal to the Lithuanian parliament was greeted with both alarm and bravado by the republican leadership.

President Vytautas Landsbergis responded with an appeal to the west for swift diplomatic recognition. "Your determined actions will be capable of preventing new aggressive acts," he said.

Yet he rejected Mr Gorbachev's appeal for the cancellation of all new laws passed in defiance of the Soviet constitution as not worthy of reply.

The Soviet leader's angry and threatening appeal followed confirmation that at least 1,000 paratroops had been flown into the republic, ostensibly to enforce conscription into the Soviet army. The deployment appeared to be in blatant contradiction of assurances from the Defence Ministry and Gen Mikhail Moiseyev, Soviet chief of staff, that no more troops would be sent to the Baltic republics.

Neighbouring Latvia and Estonia are braced for the deployment of paratroops to enforce the draft, after thousands of young men opted for alternative military service in the republics in defiance of all-union Soviet laws.

The same confrontation is brewing in Moldova, Georgia, Armenia and the western Ukraine, where nationalist

movements have encouraged mass draft dodging.

The Georgian parliament has flatly refused to implement a presidential decree ordering Georgian police and security forces to leave the disputed region of South Ossetia, and allow all-union Interior Ministry troops to restore order. Yesterday, 13 busloads of extra Georgian police were reported to have arrived in the region.

In Moldova, renamed Moldova, the minority Gagauz people are also ready to defy a presidential decree, refusing to disband their parliament set up to demand autonomy for their small region.

The question now is just how and when the Soviet leader will attempt to enforce his authority - and the military conscription - with the open use of force. The Baltic republics have been given until Sunday night to comply with conscription and none show any sign of doing so. The appeal to the Lithuanian parliament, however, suggests that Mr Gorbachev is finally preparing for a showdown, not least through its use of old-style language.

"One should face the truth, and see the real causes of the current situation," he said. "They are rooted in gross breaches of the constitution of the USSR and the constitution of the Lithuanian SSR, in infringement of the political and social rights of citizens, and in a desire, under slogans of democracy, to pursue a policy aimed at restoring the bourgeois system."

"The need to get out of the situation calls for immediate measures... People demand the restoration of constitutional order, reliable guarantees of security and normal living conditions. Having lost their faith in the policy being pursued by the present leadership, they demand the introduction of presidential rule."

Mr Albertas Simenas was elected prime minister yesterday by parliament.

Bare hands v iron first, Page 4



Soviet militiamen restrain demonstrators outside the Lithuanian parliament building in Vilnius

Defending with bare hands and songs

By Leyla Boulton in Vilnius

LITHUANIA is preparing for the worst as Moscow multiplies its threats against a people hungry for independence, but whose bare hands and songs are its only defence.

The capital, Vilnius, is buzzing with stories about the arrival of paratroopers and tanks, and Soviet-inspired provocations to justify a military crackdown.

While the stories are still much easier to find than the tanks, it is possible that Lithuanians' worst fears may now be justified. Few believe Moscow's tough new conscription campaign is anything but a front for crushing the republic's drive for independence.

"Nothing is sacred for them," said Mr Petros Bakauskas, a businessman. "They say one thing and do another. They want to introduce their kind of order and introduce direct presidential rule."

Why indeed would armoured personnel carriers mass outside the television tower as they did on Wednesday for an operation to enforce conscription? One prevalent theory here is that Moscow plans to crush the republic's nationalist

parliament while the world concentrates on the January 15 deadline for Iraq to pull out of Kuwait. The Red Army's deadline for using force against draft dodgers is January 14.

"There is a direct link with the Gulf crisis," says Mr Gediminas Vagnorius, a leading member of the Lithuanian parliament. "They could have started enforcing the call-up last autumn. They took this opportunity only because of the United Nations deadline."

This conviction will have been reinforced by President Mikhail Gorbachev's appeal to the republican parliament to rescind steps taken in defiance of the Soviet constitution, including everything the deputies have done to prepare their way towards independence.

And his claim that "normal living conditions and reliable guarantees of security" are absent in Lithuania sounded like advance justification for a crackdown.

In fact, life in Vilnius continues virtually as normal except in the immediate vicinity of parliament. The shops are no more empty than shops in any other Soviet provincial city, and people walk the streets without any apparent fear for their lives. It is therefore not surprising that many Lithuanians are more afraid of artificially created clashes with the Russian minority than spontaneous confrontations.

The only weapon of thousands of singing demonstrators who gathered around the Lithuanian parliament on Wednesday was their passionate attachment to the restoration of their independence.

Only a few metres away, a counter-demonstration by the pro-Soviet Yedinstvo (Unity) organisation dispersed without a single scuffle.

The only protest reported by the official Soviet media in Moscow was the pro-Soviet demonstration.

On Tuesday there was an attempt by pro-Soviet demonstrators to burst into the building, seen by many Lithuanians as a dress rehearsal for a full-scale provocation.

Since then hundreds of volunteers from Lithuania's defence force have massed inside the building waiting for an attack, but they say they are unarmed.

One of the guards, Nadonas Laimis, an 18-year-old who was wanted for service in the Red Army, said he would fight with his bare hands.

"I am a Lithuanian. I want to serve in my own army. I will resist. I am not alone," he said.

But fear has already begun to fan mutual suspicions and counter-accusations. According to one of the more paranoid theories, the decision by Mrs Kazimiera Prunskiene, the Lithuanian prime minister, to triple food prices this week was part of a Moscow plot to destabilise the republic.

In the face of a armed confrontation within the Baltic republics, Finnish president Mauno Koivisto said yesterday that it was vitally important that Finland maintained friendly relations with Moscow writes Barque Tessler in Helsinki.

He said that the primary concern of Finland was to its national interests and also felt that the Baltic republics should not rely on foreign support for their independence aspirations, but should directly negotiate with Moscow to resolve the ongoing conflict.

Norwegian government proposes fund for ailing banks

By Karen Fossell in Oslo

THE Norwegian government yesterday intervened in the country's banking system and proposed a Nkr5bn (\$47m) "bank insurance fund". Mr Sigbjørn Johnsen, the finance minister, described the fund as an "extra buffer" to the banks' own guarantee funds.

The fund money would go into a separate government fund and provide subordinated loans to the Commercial Banks' Guarantee Fund and the Savings Banks' Guarantee Fund, the Finance Ministry said.

"The subordinated loans (from the new fund) will add to the safety net constituted by the two deposit guarantee funds."

Mrs Gro Harlem Brundtland, the prime minister, warned that an insurance fund was not designed to transfer the banks' responsibility to the state and said that the banks would have to repay loans from the fund once they returned to profitability.

The banks' problems stem from 1986 when Norway's oil-dependent economy was sent reeling by a fall in world crude oil prices to below \$10 a barrel. Their lowest level in a decade.

This caused record unemployment and bankruptcies and a plunge in the value of collateral for loans. The value of property was one example, and this has since declined by about 10 per cent annually.

After four years of record credit losses, confidence in Norway's banking system has been eroded. This tendency increased just before Christmas when Den norske Bank (DNB) and Christiania, the country's two biggest banks, announced big rises in 1990 credit loss provisions.

DNB said that estimated credit losses may reach Nkr3.83bn-Nkr600m above the comparable figure for 1989; Christiania forecast record credit losses of Nkr2.68bn, double that of 1989.

Separately, DNB Bank, the country's third biggest bank, forecast net losses of Nkr900m in 1990 because of a Nkr900m loss on loans and guarantees. Fokus was forced to seek a three-year conditional guarantee from the commercial banks' guarantee fund and write down its share capital by 50 per cent.

Both DNB and Christiania said they would apply for up to Nkr1bn from the Nkr4.2bn guarantee fund of the commercial banks.

Now that Target Life has gone, should TSB bite the bullet with Hill Samuel and admit it should get out of that business soon? The stock market's mind seems made up about the issue. Given the relatively high quality of TSB's retail banking and life assurance earnings, it can only be the presence of Hill Samuel which dictates a share price of 132p, putting the group's market value at just 1.1 times shareholders' funds.

It is not the done thing in the Square Mile for chairman to excuse poor annual figures by protesting that the opposition's will be appalling too. But Sir Nicholas Goodison could be excused yesterday for doing so. In the second half of 1990, TSB's UK bad debt provisions more than doubled to £178m, obliterating Hill Samuel's banking profit margins, with the prospect of still harder

graphs of the targeted areas in the region, taken from two different perspectives, allowed the Iraqis to look at territory and installations to map a route for an invasion and identify potential points of resistance from Kuwaiti defence forces.

Satellite experts in Washington say that civilian customers interested in exploring land for urban planning only require pictures from one angle. Military clients want pictures from two or three perspectives to give an impression of the high of structures and the physical dimensions of potential targets.

This tends to confound Iraq's claim at the time of the invasion that its move was unpremeditated and was instead provoked by Kuwaiti intransigence on issues such as oil production levels and outstanding loans to Baghdad.

Spot was sufficiently alarmed by the Iraqi request for data on Kuwait and Saudi Arabia that it subsequently halted future deliveries to its customer in Baghdad, the National Remote Sensing Centre, a front organisation for the Iraqi government. Asked if he had passed on details the Iraqi request to French or US authorities, both of whom would have viewed it as potentially critical intelligence, Mr Brachet said: "I doubt that I am not aware of anything we did, but I am not saying anything against information you have."

Iraq bought satellite photographs

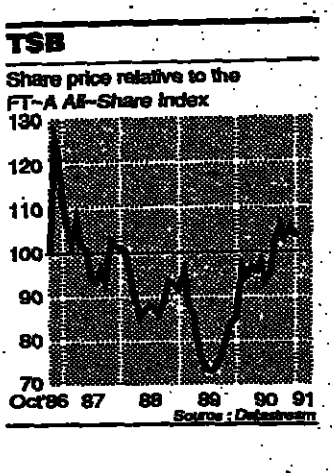
Continued from Page 1

Saatchi launches the lifeboat

In some respects, the proposed reconstruction of Saatchi & Saatchi could have been worse. Shareholders are not required to put up any more money and the banks are not taking any equity entitlement. The snag is that in seeking to establish equality of pain among the various classes of stockholder, the scheme puts them at each other's throats. Equity holders will be aggrieved at being left with only 30 per cent of their company. The Euroconvertible holders can argue that since they own the largest chunk of the company's value, have prior charge over its assets and are presently entitled to repayment on terms which renders the equity worthless, ordinary shareholders are getting more than they deserve.

If haggling is to be done, it might occur to the stockholders that fighting each other is a tactical error. From their viewpoint, the real snag about the scheme is that it relies too heavily on replacing the existing £311m of preference with equity rather than with fixed interest paper. The more equity there is, the better for Saatchi's bankers and the worse for all classes of stockholder. The stockholders therefore have a common adversary.

Granted, the banks have a powerful lever. Saatchi's £300m of bank debt is due for refinancing in January 1993. That sum will not happen if a further £211m still has to be found six months later to pay off the Euroconvertible. In other words, if the refinancing scheme were rejected there would be no alternative for Saatchi but self-liquidation over the next two years, in which case there might be nothing left for any class of stockholder at all. To resolve the argument, what Saatchi must do is convince its owners that its prospects in three years' time render the new equity attractive in itself. It might be a good start to save the £200,000 still being spent on the upkeep of those responsible for the whole fiasco, the brothers Saatchi themselves.



times to come as recession deepens. But then look at what lies in store for TSB's rivals when the main clearing bank reporting season starts in late February. If Barclays Bank's UK corporate loan book suffered as badly in the second half of 1990 as did Sir Nicholas's, then Barclays might find itself with UK bad debt provisions totalling £910m altogether for last year. No wonder Barclays is offering its staff a mere 7 per cent pay rise.

TSB's own results are still very much a tale of two banks. The full benefits of last year's 4000 job losses are yet to come, but even so the retail division's profits were up 40 per cent. Some of this can be explained as the result of a £24m fall in TSB's pension contributions; but it nonetheless looks as if TSB's new management is completing its first task of getting the retail bank firing on all cylinders. So the spotlight falls inescapably upon the future prospects for the corporate banking division, which lost £40m last year.

Now that Target Life has gone, should TSB bite the bullet with Hill Samuel and admit it should get out of that business soon? The stock market's mind seems made up about the issue. Given the relatively high quality of TSB's retail banking and life assurance earnings, it can only be the presence of Hill Samuel which dictates a share price of 132p, putting the group's market value at just 1.1 times shareholders' funds.

Now that Target Life has gone, should TSB bite the bullet with Hill Samuel and admit it should get out of that business soon? The stock market's mind seems made up about the issue. Given the relatively high quality of TSB's retail banking and life assurance earnings, it can only be the presence of Hill Samuel which dictates a share price of 132p, putting the group's market value at just 1.1 times shareholders' funds.

Perhaps only S.G. Warburg would have the nerve to serve up a rights issue when the Middle East is on the brink of war. But the £262m cash call at London International Group has been a long time coming. The company's finances are crying out for new equity, and, as

with Warburg's rights issue for Rosebush a year ago, it may be better to get it over in January than wait until the spring, when a poor corporate reporting season might have undermined market sentiment still further.

The LIG issue is not, to be blunt, an irresistible deal for existing shareholders. Its proximate cause is that LIG's balance sheet is overshadowed by the £60m liability for a convertible bond which it will almost certainly have to redeem in March next year. This is scarcely a comfortable position, given that LIG's net assets now total £148m, against less than £100m of shareholders' funds at the last balance sheet date. How, though, did LIG get itself into this fix? Its proposed \$8m write-off of its investment in Spanish photo-processing suggests that this is not a management which has made the best use of its capital in the past. The 6.5 per cent yield on the new shares may not be a sufficient reward for investors.

Markets

The behaviour of world markets yesterday confirms how little had been expected of the Geneva talks in the first place. Wednesday's momentary bubble has vanished, leaving the oil price only \$1.25 up on Tuesday's close and European markets - the UK included - modestly up over the two days. Tokyo, which was set up while all the excitement was going on, was consequently unmoved. The equity market most affected, and only modestly at that, was Wall Street. This is perhaps understandable, given that the US will be doing most of the fighting.

All this is not to say, of course, that the markets would be unmoved by the outbreak of war itself. In the short term, the determining influence in the event of war would doubtless be the price of oil. But while an immediate jump in the spot price would be natural enough, a real market price of \$50 hardly seems sustainable unless material damage is done to production outside Iraq and Kuwait. All this while the oil market remains acutely aware of the possibility that war will be avoided, in which case the present price of \$27 would be unsustainably high. The notion that the outbreak of war would represent a buying opportunity for equities always looked foolish. The converse, that it would mean a dramatic collapse, cannot be taken for granted either.

LIG

Perhaps only S.G. Warburg would have the nerve to serve up a rights issue when the Middle East is on the brink of war. But the £262m cash call at London International Group has been a long time coming. The company's finances are crying out for new equity, and, as

with Warburg's rights issue for Rosebush a year ago, it may be better to get it over in January than wait until the spring, when a poor corporate reporting season might have undermined market sentiment still further.

The LIG issue is not, to be blunt, an irresistible deal for existing shareholders. Its proximate cause is that LIG's balance sheet is overshadowed by the £60m liability for a convertible bond which it will almost certainly have to redeem in March next year. This is scarcely a comfortable position, given that LIG's net assets now total £148m, against less than £100m of shareholders' funds at the last balance sheet date. How, though, did LIG get itself into this fix? Its proposed \$8m write-off of its investment in Spanish photo-processing suggests that this is not a management which has made the best use of its capital in the past. The 6.5 per cent yield on the new shares may not be a sufficient reward for investors.

Markets

The behaviour of world markets yesterday confirms how little had been expected of the Geneva talks in the first place. Wednesday's momentary bubble has vanished, leaving the oil price only \$1.25 up on Tuesday's close and European markets - the UK included - modestly up over the two days. Tokyo, which was set up while all the excitement was going on, was consequently unmoved. The equity market most affected, and only modestly at that, was Wall Street. This is perhaps understandable, given that the US will be doing most of the fighting.

All this is not to say, of course, that the markets would be unmoved by the outbreak of war itself. In the short term, the determining influence in the event of war would doubtless be the price of oil. But while an immediate jump in the spot price would be natural enough, a real market price of \$50 hardly seems sustainable unless material damage is done to production outside Iraq and Kuwait. All this while the oil market remains acutely aware of the possibility that war will be avoided, in which case the present price of \$27 would be unsustainably high. The notion that the outbreak of war would represent a buying opportunity for equities always looked foolish. The converse, that it would mean a dramatic collapse, cannot be taken for granted either.

LIG

Perhaps only S.G. Warburg would have the nerve to serve up a rights issue when the Middle East is on the brink of war. But the £262m cash call at London International Group has been a long time coming. The company's finances are crying out for new equity, and, as

with Warburg's rights issue for Rosebush a year ago, it may be better to get it over in January than wait until the spring, when a poor corporate reporting season might have undermined market sentiment still further.

WORLDWIDE WEATHER											
City	Temp	Wind	Cloud	City	Temp	Wind	Cloud	City	Temp	Wind	Cloud
Amsterdam	10	15	01	Berlin	10	15	01	London	10	15	01
Antwerp	10	15	01	Brussels	10	15	01	Cardiff	10	15	01
Athens	10	15	01	Copenhagen	10	15	01	Dublin	10	15	01
Bombay	10	15	01	Frankfurt	10	15	01	Geneva	10	15	01
Buenos Aires	10	15	01	Hamburg	10	15	01	Heidelberg	10	15	01
Calcutta	10	15	01	Paris	10	15	01	Prague	10	15	01
Cairo	10	15	01	Rome	10	15	01	Stockholm	10	15	01
Chennai	10	15	01	Sofia	10	15	01	Toronto	10	15	01
Colombo	10	15	01	Vienna	10	15	01	Washington	10	15	01
Dhaka	10	15	01	Zurich	10	15	01				

Temperatures at midday yesterday. C-Centigrade. D-Drizzle. F-Fair. P-Poor. H-Hail. R-Rain. S-Sunny. S-Snow. T-Thunder.

Immediate furnished a Secretary Conference 4 Prodig

Tel London

U.S.A.

We set more wheels in motion
R.J. HOARE
 Leasing Limited

237 Poole Road, Bournemouth, Dorset BH12 1AE
 Tel: (0202) 752400 Telex: 41351 Fax: (0202) 752800

FINANCIAL TIMES COMPANIES & MARKETS

THE FINANCIAL TIMES LIMITED 1991

Friday January 11 1991

OCS
 Group Ltd.
 FOR TOTAL BUILDING CARE

Enquiries - Marketing Department
 44 South Side, Clapham Common, London SW4 9BU
 Telephone: 071-498 0088

INSIDE

Scott Paper plans \$100m write-off

Scott Paper, the world's largest producer of toilet tissue, paper towels and napkins, revealed yesterday that it plans to take a write-off of around \$100m in the fourth quarter of 1990, ahead of a disposal programme of certain peripheral activities. The \$100m write-off equates to around \$1.35 a share. Analysts had been forecasting full-year earnings of around \$3.80, after an aggregate \$2.71 in the first nine months. However, Scott Paper shares - which have taken a fall recently - gained \$3 on the news yesterday. Page 19

New challenges for Fletcher

Fletcher Challenge, the New Zealand-based international forestry group, is rapidly developing important energy interests. Already the world's largest producer of crude methanol, Fletcher has, through its Petrocorp subsidiary, established itself as New Zealand's foremost oil and gas explorer, distributor and processor. The group has moved into oil exploration in Indonesia, Canada, Thailand, the Philippines, Australia and Colombia and recently won the first foreign onshore exploration licence in mainland China. Dai Hayward in Wellington reports. Page 18

Fright of a white Christmas

A white Christmas in California has turned into a nightmare for farmers. Cold temperatures and heavy frosts caused widespread damage to fruit and vegetable crops and the state's agricultural industries are expected to suffer losses of more than \$1bn this year. Of even greater concern is the effect this winter weather may have upon growth in the state's \$17.5bn agricultural industry. Page 26

Skase resigns from Qintex

Christopher Skase (left), the former financial journalist who built the crashed Qintex Australia group into multi-billion dollar property, media and leisure empire, yesterday resigned as chairman blaming bankers and communists for his problems. Qintex, which owned the Channel Seven television network, entered receivership 14 months ago. Page 18

Latin America's best and worst

Latin America produced the best performing stock market of 1990 - it also produced the worst. Economic optimism in Venezuela helped the market increase by 555 per cent in dollar terms. The attempted takeover of Banco de Venezuela also lifted share prices. In Brazil, however, investors took fright when the newly elected President Fernando Collor de Mello froze assets in March. In dollar terms, shares fell by 67.7 per cent. Back page.

Market Statistics

Base lending rates	34	London traded options	22
Benchmark Govt bonds	28	London traded futures	22
FT 100 index	22	Managed fund service	30-33
FT 100 bond avg	20	Money markets	26
Financial futures	34	New int bond issues	22
Foreign exchanges	34	World commodity prices	22
London recent issues	22	World stock index	22
London share service	28-29	UK dividends announced	22

Companies in this section

Abbey	28	Manweb	24
BHP	18	Midlands Elect	24
BSG	24	Neotronics	22
Conservaco	24	Norton Group	22
Boral	18	Pan Am	18
Brambles Industries	18	Pepe	22
Daeveco	18	Polly Peck Int	22
Daiwa Securities	22	Qintex Australia	18
Develco & Newman	22	SEI Indust	22
Digital Equipment	20	Samsung	22
Eastern Elect	24	Scott Paper	18
First Technology	22	Sellotv	22
Fletcher Challenge	18	South Wales Elect	24
Hyundai	18	Toman	22
Laidlaw	18	VPI	22
M&G Dual Trust	22	Zenith Electronics	22

Chief price changes yesterday

FRANKFURT (DM)		LONDON (Pence)	
Alcan	263.4 + 4.5	Alcan	102 - 9
BP	221 + 5.8	BP	225 - 9
Shell	460 + 4.8	Shell	219 - 23
British	740 - 15	British	644 - 16
Deutsche	717 - 24	Deutsche	64 - 8
EnBW	717 - 24	EnBW	64 - 8
Laifut	717 - 24	Laifut	64 - 8
NEW YORK (Cents)		LONDON (Pence)	
Alcan	47 + 1.4	Alcan	102 - 9
BP	107 + 4	BP	225 - 9
Shell	48.4 + 4	Shell	219 - 23
The London	19 + 4	The London	644 - 16
UK	114.3 + 2.3	UK	64 - 8
PARIS (FFr)		LONDON (Pence)	
Alcan	424 + 18.7	Alcan	102 - 9
BP	424 + 18.7	BP	225 - 9
Shell	424 + 18.7	Shell	219 - 23
British	424 + 18.7	British	644 - 16
Deutsche	424 + 18.7	Deutsche	64 - 8
EnBW	424 + 18.7	EnBW	64 - 8
Laifut	424 + 18.7	Laifut	64 - 8

New York prices as at 12.30pm.

LONDON (Pence)		LONDON (Pence)	
Alcan	102 - 9	Alcan	102 - 9
BP	225 - 9	BP	225 - 9
Shell	219 - 23	Shell	219 - 23
British	644 - 16	British	644 - 16
Deutsche	64 - 8	Deutsche	64 - 8
EnBW	64 - 8	EnBW	64 - 8
Laifut	64 - 8	Laifut	64 - 8

Saatchi unveils reconstruction plan

By Alice Rawsthorn in London

SAATCHI & Saatchi, the troubled advertising group, yesterday unveiled proposals for a radical reconstruction to salvage its finances. It also announced steep salary cuts for its directors including Charles and Maurice, the Saatchi brothers.

The proposals involve replacing Saatchi's £211m (\$406.5m) preference shares and £100m UK preference shares with a combination of new ordinary and preference shares. This will involve extremely heavy dilution for existing ordinary shareholders who will emerge with about 30 per cent of the enlarged ordinary share capital.

Mr Charles Scott, finance director, said the reconstruction was essential to enable Saatchi to survive beyond January 1991 when its present banking facilities expire. He said Saatchi's banks would be highly unlikely to recommit funds if it was still facing the threat of having to find £211m to redeem its Euro-preference shares in July 1991.

Saatchi's ordinary shares fell by 94p to 24 1/2p yesterday. The ordinary shares peaked at 69p five years ago when Saatchi, now burdened by heavy debt and crippling liabilities, was regarded as one of the world's most successful advertising groups.

Saatchi also plans to cut central costs by reducing the salaries of its main board directors and moving out of its opulent headquarters on London's Berkeley Square. Charles and Maurice Saatchi are cutting their salaries from the £625,000 stipulated in their contracts to £12,500.

Mr Robert Louis-Dreyfus, the Frenchman who joined Saatchi a year ago as chief executive to orchestrate its restructuring, will take a salary cut from his contractual entitlement of £500,000 to £300,000. The other directors will accept cuts of about 10 per cent.

Mr Louis-Dreyfus, who comes from one of Europe's wealthiest

families, is personally underwriting £5m of new equity to be made available to employees. He said he would subscribe for an unspecified portion of the equity and that he expected the Saatchi brothers to do the same.

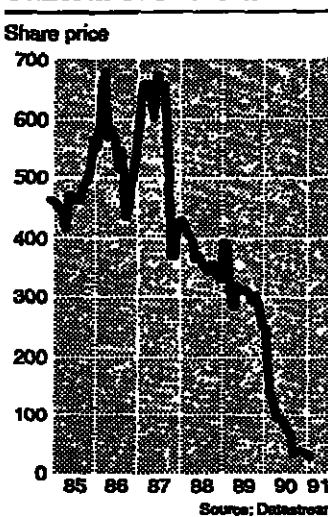
Saatchi, advised by S.G. Warburg in London and Donaldson Lufkin & Jenrette in New York, has been embroiled in intricate negotiations over the reconstruction since the autumn. Under the proposals, a Donaldson bridge fund will provide £20m of new subordinated debt. Mr Louis-Dreyfus said he hoped to secure a £20m increase in the existing £200m banking facilities and to

extend those facilities beyond their expiry date of January 1991. Saatchi needs to secure the consent of a majority of all three classes of shareholders and its banks to implement the proposals. The documentation should be completed by mid-February and extraordinary general meetings will be held three weeks later.

If the reconstruction goes through, Mr Scott said Saatchi's future would be secure and it would have "no problem" in servicing its debt. So far Saatchi's advertising agencies have continued to perform well, despite the group's financial difficulties.

Lex, Page 16

Saatchi & Saatchi



Ford Motor maintains dividend

By Martin Dickson in New York

FORD Motor, the second largest automobile manufacturer in the US, yesterday confounded Wall Street speculation by maintaining its dividend in the face of a crumbling American car market.

But the company made clear that a cut in the payout was likely if the US recession worsened or a Gulf war had severe economic consequences.

Ford, along with General Motors and Chrysler, the other big Detroit manufacturers, is expected to report big losses when it announces 1990 year-end results later this month.

Analysts believe Ford could lose between \$200m and \$500m in the fourth quarter, with General Motors posting a loss of up to \$1.4bn and Chrysler, losses of up to \$130m.

All three are suffering from weak domestic demand - total US car and light truck sales fell to 13.8m vehicles last year, down 5.1 per cent from 1989 - and fierce Japanese competition.

Many analysts had predicted that weakening finances would force Ford to announce a cut in its quarterly dividend, which has been at 75 cents a share since the

first quarter of 1989. News that it was being maintained sent the shares higher, and at lunchtime they were quoted at \$25 1/2, up \$1 1/2.

Many Wall Street analysts said Ford had been sensible not to cut until the economic outlook was clearer.

Several noted that its balance sheet remained strong, as did its ability to borrow to cover future dividends.

Some questioned whether the decision might weaken the company's capital spending plans at a time when it needs to move more quickly with new model

introductions to compete with the Japanese. But Mr Gilmour said the maintained dividend would not put pressure on any of its programmes.

All the US motor manufacturers have had to offer dealers and customers large cash incentives in an attempt to maintain market share and Mr Gilmour said Ford had spent more than \$4bn on this in 1990. It was a "scandalously high amount".

He also revealed that the company's income last year had not reached a level to trigger executive bonuses.

Daiwa to advise on formation of Soviet exchange

By Quentin Peel in Moscow

DAIWA Securities, one of Japan's leading financial institutions, has signed a series of deals to provide consultancy and training for the establishment of a new Soviet stock exchange and to advise the Soviet ministry of finance.

The agreements mark the first significant incursion into the Soviet market by a Japanese finance house, in advance of President Mikhail Gorbachev's trip to Japan in April, and before there has been any political settlement of the dispute over the status of the Kurile Islands.

Tokyo, with five Soviet organisations, including the Soviet ministry of finance, the Russian Federation ministry of finance, the Commission for Economic Reform headed by Dr Leonid Abalkin, the deputy prime minister, the Moscow International Stock Exchange and the Institute of World Economy and International Relations (Imemo).

"It is the first time in the history of Japanese-Soviet relations that the chairman of a major financial company came to the Soviet Union and made a number of breakthrough agreements," said Dr Rait Simonyan, a department head at Imemo.

The new agreements include providing advice and consultancy on the formation of security markets, on banking reform, on privatisation of state enterprises and on the creation of joint stock companies.

And the very first piece of advice given by Daiwa is that the two proposed stock exchanges being organised in Moscow should be merged into one.

"I have already said the two stock exchanges should combine into one," said Mr Minoru Mori, chairman and chief executive of the London-based Daiwa Securities (Europe). "If they want a second stock exchange perhaps it should be in Nakhodka," he added, referring to the port in the Soviet Far East - just 600km from Japan - which is planning to set up a free economic zone to attract Japanese and Korean investors.

The agreements were signed by Mr Yoshitoki Chino, the chairman of Daiwa Securities in

the Japanese government has been reluctant to provide assistance until the settlement of a dispute over the Kurile Islands, now under Soviet control, but Tokyo fears continuing toughness will be out of step with international goodwill towards Moscow.

Moscow says the wartime Yalta agreement gave it control of all the Kurile Islands in the north Pacific. Japan maintains the four disputed islands are not part of the Kurile chain.



SATURN EMERGES AMID THE CLOUDS

The North American International Auto Show opens tomorrow in Detroit with the US automotive industry facing acute uncertainty over its prospects as the Gulf crisis intensifies, writes Kevin Done in Detroit.

The "big three" US carmakers - General Motors, Ford and Chrysler - are all expected to report substantial losses for the final quarter of last year in the face of falling sales, reduced production and fierce price competition.

US car sales fell last year by 5.2 per cent to 9.3m and the industry is braced for a further decline this year.

General Motors, the world's leading carmaker, is currently launching its new Saturn range (pictured above) in the US.

The car was developed over seven years at a cost of almost \$4bn in a last-ditch attempt to meet Japanese competition. GM was also determined to prove that a US carmaker can manufacture and develop small cars profitably in North America.

The Saturn launch has gone more slowly than hoped, but GM claims that initial Saturn sales in California show it is winning over potential buyers of imported cars.

KIO offshoot sells refinery

By Tom Burns in Madrid and David Owen in London

ERCROS, Spain's largest chemicals producer whose main shareholder is controlled by the Kuwait Investment Office (KIO), yesterday sold its petrochemical division, Ercro, to the Luxembourg-based investment group, General Mediterranean Holding for a reported Ptas8bn (\$478m).

Ercro said the sale of its refining centre, located in Ruelva, southern Spain, was part of a strategic decision to withdraw from activities in which it was unable to compete on an international level.

Yesterday's announcement - which came amid the worsening Gulf crisis - heightened speculation that the London-based KIO was seeking to shed investments.

However, governor of the Kuwait central bank Sheikh Salem Abdel Aziz al-Sabah, speaking with the Financial Times yesterday before the announcement, appeared partially to refute this speculation.

Sheikh Salem said that the KIO had yet to reach the point where it was forced to liquidate large quantities of its stock, bond and property holdings - although it would be forced to do so if the Middle East crisis dragged on.

"It depends on the time factor, the longer it takes to solve the Kuwait question, the higher the possibility of liquidating," he said. "After a certain period of time our liquid assets would be exhausted."

Ercro - the result of a merger between Union Explosivos Rio Tinto (ERT) and the small KIO-controlled fertiliser company, Cross, in 1988 - has been spending heavily to rationalise its fertilising division.

The group is estimated to have made net profits of Ptas8bn last year after incurring first-quarter losses of Ptas1.4bn due to heavy restructuring charges.

Ercro is 38 per cent owned by Torres Hostench, a holding company that is 76 per cent owned by the KIO and acts as the main Kuwaiti investment arm in Spain. Trading in Ercro, 35 per cent owned by foreign institutions, was suspended yesterday on the Madrid stock market.

TSB reveals disappointing results

By David Barchard in London

TSB GROUP yesterday unveiled disappointing pre-tax profits for 1990 after making heavy losses on its corporate lending.

The figures were the first set of annual results announced this year by a large UK bank and they raised fears in the city of further bad news when the 'big four' clearers publish their annual results next month.

Though TSB's group pre-tax profits were £312m (\$589.6m), against £155m a year ago, its figures in 1989 included exceptional provisions of £201m for restruct-

uring. The poor performance in 1990 came mainly from corporate banking which made a \$40m loss against a \$61m profit in the previous year after provisions of £156m against bad debts.

Sir Nicholas Goodison, TSB chairman, blamed the poor showing of the group's corporate banking division on the difficulties of industry in a period of deepening recession. The division mainly consists of Hill Samuel, the City merchant bank bought amid shareholder protests for £777m by TSB in 1987. Until then,

TSB had concentrated almost entirely on personal customer business.

The results also included an extraordinary charge of £80m for provisions against losses by Target, the group's unit-linked life assurance subsidiary whose sale to Equity & Law was announced earlier this week.

Profits from retail banking rose 40 per cent at £258m from £184m a year ago and insurance and investment services made £114m, up by 37 per cent (on £83m) in 1989.

This announcement appears as a matter of record only.

OMV
 Gruppe
OMV (U.K.) Limited
 U.S. \$220,000,000
 Term Loan Facility

Guaranteed by
ÖMV Aktiengesellschaft

Arranged by
Union Bank of Switzerland
Raiffeisen Zentralbank Österreich Aktiengesellschaft

Provided by
Creditanstalt
 London Branch
Raiffeisen Zentralbank Österreich Aktiengesellschaft
 London Branch
Swiss Bank Corporation
Westdeutsche Landesbank Girozentrale

Agent
Union Bank of Switzerland
 London

RZBX

December, 1990

هكزامن الاول

INTL COMPANIES AND FINANCE

Skase resigns as chairman of failed Qintex Australia

By Kevin Brown in Sydney

MR CHRISTOPHER Skase, the former financial journalist who built the crashed Qintex Australia (QAL) group into a multi-billion dollar property, media and leisure empire, yesterday resigned as chairman, blaming bankers and communists for his problems.

Qintex, which owned the Channel Seven television network, a string of luxury holiday resorts and widespread property interests, was put into receivership by the Victorian supreme court 14 months ago.

Mr Skase's resignation will have no effect on the future of the company's assets, which are being administered by receivers from KPMG Peat Marwick, the accountants. But a statement issued in Brisbane from Mr Skase's home town, showed he remained unrepentant about the failure of Qintex, which had debts of around \$2.1bn when the receivers moved in.

Mr Skase said his decision to resign was partly caused by the failure of the receivers to achieve a significant reduction in the group's debts.

Some of the leisure and property assets have been disposed



Christopher Skase: unrepentant about failure of Qintex

of, mostly to Japanese buyers, but the receivers have been unable to find a purchaser for the television network, which is priced at around \$600m.

"The cost of receivership and interest on essentially unaltered debt levels have effectively evaporated the prospects of any financial return to all except the senior secured lenders," he said.

Mr Skase said he and his family stood to lose more than \$100m from the collapse of Qintex.

"With shareholders funds at

QAL of over \$1bn in July 1989, this grim prospect for all but a small minority is a graphic illustration of the economic and financial collapse of the Australian economy," he said.

"While the communists and socialists within Australian society are rejoicing in the destruction of the so-called entrepreneurs, the future of Australia as a class society dominated by the state and bureaucrats is a frightening prospect for young and old."

"The USSR embraced this philosophy and is now a bankrupt state looking to free enterprise and entrepreneurs for survival," he said.

KPMG Peat Marwick refused to comment on the statement, but said a response might be issued today.

Mr Skase is one of a number of formerly high-flying Australian entrepreneurs whose businesses crashed as asset values fell following the global stock market crash in 1987. Some, including Mr Alan Bond and Mr Laurie Connell, former head of the Rothwells merchant bank, face criminal charges.

South Korean trading groups' exports rise

By John Ridding in Seoul

SOUTH Korea's seven general trading companies, the trading arms of the country's largest business groups, increased their exports last year, but fell short of targets.

They attributed the shortfall to the reduced price competitiveness of Korean products and their slowing of demand in developed markets. They forecast improvement in the current year, partly because of increased shipments to new markets including the Soviet Union and eastern Europe.

Samung, the largest of the trading companies, exported products worth \$6.22bn, a rise of 11.7 per cent over 1989, but fell short of its target of \$6.8bn. This year, it is also expected to achieve exports of \$6.8bn.

Hyundai recorded exports of \$5.68bn last year, an increase of about 6 per cent, but short of the forecast level of \$6bn. The company said one of the main reasons for the shortfall was a three per cent fall in shipments of its cars to the US.

Hyundai's exports of cars to

the US market have suffered due to their increased price, the slowdown in the US market and greater competition from Japanese manufacturers.

Daewoo's exports were flat at \$4.75bn, short of the targeted \$5.06bn. The company said one of its strategies to improve its performance this year was to diversify markets. The group's exports to the US, Europe and Soviet markets were described as attractive alternatives.

Lucky Goldstar, which exported \$3.1bn last year, a small increase over 1989, said it did not expect much improvement this year, although Samsung, which exported \$1.53bn, said it expected to see half of the sun among the clouds in 1991.

Seangyong exported products worth \$1.7bn while Hysung achieved exports of \$1.5bn.

The combined exports of the seven companies totalled \$24.66bn, a rise of about 4 per cent over the \$23.69 exported in 1989.

BHP Steel acquires Boral unit

By Kevin Brown in Sydney

BHP Steel, a division of the Broken Hill Proprietary company, yesterday said it had acquired the steel division of Boral, the construction and building materials group, subject to the approval of the Trade Practices Commission.

BHP is understood to have paid between \$1.7bn and \$2.2bn for the unit, which has plants in four states manufacturing reinforced bars and wire mesh sector from around 25 per cent to 45 per cent, close to the market leader, which has in excess of 50 per cent of the market.

The deal will also increase sales of steel to the bar and mesh industry from BHP's own mills.

Boral purchased its steel from a variety of manufacturers. Mr Roger Pridgen, chief general manager of Boral's buildings materials division, said the group had been approached by BHP.

"It is not a core business for us, and we are satisfied with the price we got," he said.

"It is essentially a high-cost, low-value added business which BHP is in a much better position to run," he said.

Analysts said the price paid by BHP appeared high, given Boral Steel's exposure to the non-residential construction market, which has been hit hard by recession.

"It is a good deal for Boral. BHP probably paid a little too much, but they are getting it operating throughout Australia and in Hungary and Czechoslovakia from bases in Vienna, Graz, Kapfenberg and St. Polten."

Brambles in Austrian move

By Kevin Brown in Sydney

BRAMBLES Industries, the Australian transport and industrial services group, said it had acquired the Toman crane rental and heavy haulage group in Austria for an undisclosed sum.

Brambles entered the European industrial services sector last year with the acquisition of Fostrans, a French crane hire business, and has now spent around \$60m (US\$95m) in a series of related acquisitions which include the Lastra heavy lift and haulage business in the Netherlands and also Econof-

right United Transport in the UK.

Mr Gary Pemberton, Brambles group managing director, said Toman represented an opportunity to enter the central and eastern European market for industrial services.

Toman is the second largest crane rental operation in Austria, with cranes of up to 400 tonnes capacity, and a substantial fleet of heavy-lift trailers. It operates throughout Austria and in Hungary and Czechoslovakia from bases in Vienna, Graz, Kapfenberg and St. Polten.

FLC becoming a leading force in international energy sector

By Dai Hayward in Wellington

FLETCHER Challenge (FLC), the New Zealand-based international group which is one of the world's top three forestry concerns, is rapidly becoming a leading force in the international energy sector.

It is now the world's largest producer of crude methanol, used in a wide range of industrial products, including petrol.

FLC's subsidiary, Petrocorp, having established itself as New Zealand's foremost oil and gas explorer, distributor and processor, has moved into oil exploration in Indonesia, Canada, Thailand, the Philippines, Australia and Colombia.

On December 20, Petrocorp was awarded its third Indonesian production sharing contract in central Sumatra. This followed its success in early December in leading the first foreign consortium to be awarded an exploration licence in mainland China. This contract gives it the right to explore 15,500 square kilometres in central China.

Petrocorp contributed a tax-paid NZ\$157.1m (US\$93m) to Fletcher Challenge's 1990 profit of NZ\$562.4m. Although Petrocorp's contribution was down on the previous year, due to lower world prices for methanol, it may make an even bigger contribution this year as prices and profits are expected to rise.

Ownership of Petrocorp will also allow Fletcher Challenge to benefit from higher world oil prices as each dollar rise in the price of a barrel of



Hugh Fletcher: confident in future of energy division

oil adds about \$N210m to FLC's earnings.

Mr Hugh Fletcher, chief executive, has described the acquisition of Petrocorp oil and gas reserves, from the New Zealand government in 1988, as the cheapest acquired anywhere in the world in the past five years.

Last year, Petrocorp was split into its three operational sectors - exploration and production, petrochemicals and natural gas.

Petrocorp's share last year of the oil produced from the onshore New Zealand wells in which it has an interest was 4.6m barrels.

Two of its fields, the McKee and the - both in Taranaki province - produced 16,000 barrels of oil a day, almost 20 per cent of New Zealand's oil

Through Petrocorp Exploration, Fletcher Challenge now has proven reserves, including those in Canada, of 70.2m barrels of oil and 1.7 trillion (million million) cu ft of natural gas. The latter is equivalent to 350m barrels of oil.

Petrocorp moved into Canada last July when it bought the Provost oil and gas field in Alberta from Amoco for \$116.5m (US\$101.3m). The Provost project includes four gas fields, an oil field and a comprehensive gas gathering and processing system. Its reserves are estimated at 100m cu ft of gas and 1.2m barrels of oil.

Despite the world surplus of methanol which depressed prices last year, Fletcher Challenge is confident that demand will outstrip supply over the next few years. It will be boosted by the increasing use of methanol in the production of transport fuels.

Fletcher Challenge has prepared for the increased demand, which has produced higher prices, by completing a NZ\$2.8m expansion programme which almost doubled production capacity. In the June 1990 year it sold 533,770 tonnes of methanol. A big customer is Mitsubishi of Japan which has bought a total of 1m tonnes.

Fletcher Challenge confidence in the future of its energy division should be repaid with increased turnover and profits for its 1991 report.

Notice of Redemption

Norsk Hydro a.s
U.S. \$50,000,000
8½% Bonds 1992

NOTICE IS HEREBY GIVEN, that pursuant to Condition 4 (A) of the Bonds, U.S. \$5,386,000 principal amount of the Bonds has been drawn for redemption, (U.S. \$614,000 having been previously purchased by the Company) on March 1, 1991 at par together with accrued interest to March 1, 1991 of 8½% p.a.

Payments of principal will be made in accordance with Condition 6 of the Terms and Conditions of the Bonds on or after the redemption date at the specified office of any of the Paying Agents who are listed in the Terms and Conditions of the Bonds, against surrender of Bonds with all unmatured Coupons attached, failing which the face

value of any missing unmatured Coupon will be deducted from the payment. Any amounts of principal so deducted will be paid against surrender of the relevant missing Coupon within a period of five years from the date mentioned on the Coupon or within ten years from the relevant date as defined in Condition 9 of the Bonds. Interest on the Bonds will cease to accrue from the redemption date. Bonds will become void unless presented for payment within ten years from the redemption date.

The serial numbers of the Bonds drawn for the mandatory instalment are as follows:-

2	1128	2727	3431	4141	4854	5565	6307	7069	7798	8415	9163	12643	14816	16755	19882	21141	24162	24944	33526	35494	40111	41138	41856	43498	46029	46989	49432
3	1129	2728	3440	4142	4857	5572	6320	7078	7797	8416	9164	12644	14817	16756	19883	21142	24163	24945	33527	35495	40112	41139	41857	43499	46030	46990	49433
4	1130	2729	3441	4143	4858	5573	6321	7079	7798	8417	9165	12645	14818	16757	19884	21143	24164	24946	33528	35496	40113	41140	41858	43500	46031	46991	49434
5	1131	2730	3442	4144	4859	5574	6322	7080	7799	8418	9166	12646	14819	16758	19885	21144	24165	24947	33529	35497	40114	41141	41859	43501	46032	46992	49435
6	1132	2731	3443	4145	4860	5575	6323	7081	7800	8419	9167	12647	14820	16759	19886	21145	24166	24948	33530	35498	40115	41142	41860	43502	46033	46993	49436
7	1133	2732	3444	4146	4861	5576	6324	7082	7801	8420	9168	12648	14821	16760	19887	21146	24167	24949	33531	35499	40116	41143	41861	43503	46034	46994	49437
8	1134	2733	3445	4147	4862	5577	6325	7083	7802	8421	9169	12649	14822	16761	19888	21147	24168	24950	33532	35500	40117	41144	41862	43504	46035	46995	49438
9	1135	2734	3446	4148	4863	5578	6326	7084	7803	8422	9170	12650	14823	16762	19889	21148	24169	24951	33533	35501	40118	41145	41863	43505	46036	46996	49439
10	1136	2735	3447	4149	4864	5579	6327	7085	7804	8423	9171	12651	14824	16763	19890	21149	24170	24952	33534	35502	40119	41146	41864	43506	46037	46997	49440
11	1137	2736	3448	4150	4865	5580	6328	7086	7805	8424	9172	12652	14825	16764	19891	21150	24171	24953	33535	35503	40120	41147	41865	43507	46038	46998	49441
12	1138	2737	3449	4151	4866	5581	6329	7087	7806	8425	9173	12653	14826	16765	19892	21151	24172	24954	33536	35504	40121	41148	41866	43508	46039	46999	49442
13	1139	2738	3450	4152	4867	5582	6330	7088	7807	8426	9174	12654	14827	16766	19893	21152	24173	24955	33537	35505	40122	41149	41867	43509	46040	47000	49443
14	1140	2739	3451	4153	4868	5583	6331	7089	7808	8427	9175	12655	14828	16767	19894	21153	24174	24956	33538	35506	40123	41150	41868	43510	46041	47001	49444
15	1141	2740	3452	4154	4869	5584	6332	7090	7809	8428	9176	12656	14829	16768	19895	21154	24175	24957	33539	35507	40124	41151	41869	43511	46042	47002	49445
16	1142	2741	3453	4155	4870	5585	6333	7091	7810	8429	9177	12657	14830	16769	19896	21155	24176	24958	33540	35508	40125	41152	41870	43512	46043	47003	49446
17	1143	2742	3454	4156	4871	5586	6334	7092	7811	8430	9178	12658	14831	16770	19897	21156	24177	24959	33541	35509	40126	41153	41871	43513	46044	47004	49447
18	1144	2743	3455	4157	4872	5587	6335	7093	7812	8431	9179	12659	14832	16771	19898	21157	24178	24960	33542	35510	40127	41154	41872	43514	46045	47005	49448
19	1145	2744	3456	4158	4873	5588	6336	7094	7813	8432	9180	12660	14833	16772	19899	21158	24179	24961	33543	35511	40128	41155	41873	43515	46046	47006	49449
20	1146	2745	3457	4159	4874	5589	6337	7095	7814	8433	9181	12661	14834	16773	19900	21159	24180	24962	33544	35512	40129	41156	41874	43516	46047	47007	49450
21	1147	2746	3458	4160	4875	5590	6338	7096	7815	8434	9182	12662	14835	16774	19901	21160	24181	24963	33545	35513	40130	41157	41875	43517	46048	47008	49451
22	1148	2747	3459	4161	4876	5591	6339	7097	7816	8435	9183	12663	14836	16775	19902	21161	24182	24964	33546	35514	40131	41158	41876	43518	46049	47009	49452
23	1149	2748	3460	4162	4877	5592	6340	7098	7817	8436	9184	12664	14837	16776	19903	21162	24183	24965	33547	35515	40132	41159	41877	43519	46050	47010	49453
24	1150	2749	3461	4163	4878	5593	6341	7099	7818	8437	9185	12665	14838	16777	19904	21163	24184	24966	33548	35516	40133	41160	41878	43520	46051	47011	49454
25	1151	2750	3462	4164	4879	5594	6342	7100	7819	8438	9186	12666	14839	16778	19905	21164	24185	24967	33549	35517	40134	41161	41879	43521	46052	47012	49455
26	1152	2751	3463	4165	4880	5595	6343	7101	7820	8439	9187	12667	14840	16779	19906	21165	24186	24968	33550	35518	40135	41162	41880	43522	46053	47013	49456
27	1153	2752	3464	4166	4881	5596	6344	7102	7821	8440	9188	12668	14841	16780	19907	21166	24187	24969	33551	35519	40136	41163	41881	43523	46054	47014	49457
28	1154	2753	3465	4167	4882	5597	6345	7103	7822	8441	9189	12669	14842	16781	19908	21167	24188	24970	33552	35520	40137	41164	41882	43524	46055	47015	49458
29	1155	2754	3466	4168	4883	5598	6346	7104	7823	8442	9190	12670	14843	16782	19909	21168	24189	24971	33553	35521	40138	41165	41883	43525	46056	47016	49459
30	1156	2755	3467	4169	4884	5599	6347	7105	7824	8443	9191	12671	14844	16783	19910	21169	24190	24972	33554	35522	40139	41166	41884	43526	46057	47017	49460
31	1157	2756	3468	4170	4885	5600	6348	7106	7825	8444	9192	12672	14845	16784	19911	21170	24191	24973	33555	35523	40140	41167	41885	43527	46058	47018	49461
32	1158	2757	3469	4171	4886	5601	6349	7107	7826	8445	9193	12673	14846	16785	19912	21171	24192	24974	33556	35524	40141	41168	41886	43528	46059	47019	49462
33	1159	2758	3470	4172	4887	5602	6350	7108	7827	8446	9194	12674	14847	16786	19913	21172	24193	24975	33557	35525	40142	41169	41887	43529	46060	47020	49463
34	1160	2759	3471	4173	4888	5603	6351	7109	7828	8447	9195	12675	14848	16787	19914	21173	24194	24976	33558	35526	40143	41170	41888	43530	46061	47021	49464
35	1161	2760	3472	4174	4889	5604	6352	7110	7829	8448	9196	12676	14849	16788	19915	21174	24195	24977	33559	35527	40144	41171	41889	43531	46062	47022	49465
36	1162	2761	3473	4175	4890	5605	6353	7111	7830	8449	9197	12677	14850	16789	19916	21175	24196	24978	33560	35528	40145	41172	41890	43532	46063	47023	49466
37	1163	2762	3474	4176	4891	5606	6354	7112	7831	8450	9198	12678	14851	16790	19917	21176	24197	24979	33561	35529	40146	41173	41891	43533	46064	47024	49467
38	1164	2763	3475	4177	4892	5607	6355	7113	7832	8451	9199	12679	14852	16791	19918	21177	24198	24980	33562	35530	40147	41174	41892	43534	46065	47025	49468
39	1165	2764	3476	4178	4893	5608	6356	7114	7833	8452	9200	12680	14853	16792	19919	21178	24199	24981	33563	35531	40148	41175	41893	43535	46066	47026	49469
40	1166	2765	3477	4179	4894	5609	6357	7115	7834	8453	9201	12681	14854	16793	19920	21179	24200	24982	33564	35532	40149	41176	41894	43536	46067	47027	49470
41	1167	2766	3478	4180	4895	5610	6358	7116	7835	8454	9202	12682	14855	16794	19921	21180	24201	24983	33565	35533	40150	41177	41895	43537	46068	47028	49471
42	1168	2767	3479	4181	4896	5611	6359	7117	7836	8455	9203	12683	14856	16795	19922	21181	24202	24984	33566	35534	40151	41178	41896	43538	46069	47029	49472
43	1169	2768	3480	4182	4897	5612	6360	7118	7837	8456	9204	12684	14857	16796	19923	21182	24203	24985	33567	35535	40152	41179	41897	43539	46070	47030	49473
44	1170	2769	3481	4183	4898	5613	6361	7119	7838	8457	9205	12685	14858	16797	19924	21183	24204	24986	33568	35536	40153	41180	41898	43540	46071	47031	49474
45	1171	2770	3482	4184	4899	5614	6362	7120	7839	8458	9206	12686	14859	16798	19925	21184	24205	24987	33569	35537	40154	41181	41899	43541	46072	47032	49475
46	1172	2771	3483	4185	4900	5615	6363	7121	7840	8459	9207	12687	14860	16799	19926	21185	24206	24988	33570	35538	40155	41182	41900	43542	46073	47033	49476
47	1173	2772	3484	4186	4901	5616	6364	7122	7841	8460	9208	12688	14861	16800	19927	21186	24207	24989	33571	35539	40156	41183	41901	43543			

INTERNATIONAL COMPANIES AND FINANCE

Scott Paper plans \$100m write-off before disposals

By Nikki Tait in New York

SCOTT PAPER, the world's largest producer of toilet tissue, paper towels and napkins, said yesterday it planned to take a write-off of around \$100m in the fourth quarter of 1990, ahead of the disposal of peripheral activities.

The \$100m write-off equates to around \$1.35 a share. Analysts had been forecasting full-year earnings of around \$3.80, after an aggregate \$2.71 in the first nine months. However, Scott Paper shares - which have taken a fall recently - gained 1/4 at 37 1/4 on the news.

Scott said it had already identified the non-strategic assets which it plans to sell. These include most of its food services business - which ranges from napkins to foam

cups and plastic cutlery - plus its specialty paper operations, taking in a paper mill in Westbrook, Maine. The bulk of the company's non-woven products business, with operations in the US and West Germany, will also go.

The company declined to say how much such sales might raise, or to specify whether any negotiations were already under way.

Scott Paper, which had already warned that profits for 1990 might fall short of the previous year's figure, has been involved in a programme of asset sales for some years. For example, it disposed of a 50 per cent interest in a pulp mill, Brunswick Pulp & Paper Company, in 1988; sold 194 acres of

woodland in Washington state for \$230m in 1989; and shed its Brazilian affiliate in a \$40m deal.

Scott refused to be drawn on whether it still expects to post a profit in the final quarter of 1990. It did stress, however, that it remains committed to European expansion and said that no big facilities in Europe would be involved in the disposal programme.

Scott said it expected capital expenditure in 1991 to be around \$350 to \$400m, only half the projected \$800m to \$850m level of 1990. It said that this reduction, coupled with the money from divestments, should enable the company to reduce debt and fund further strategic investment.

LIG in £61.6m issue to cut debt

By Maggie Urry

LONDON International Group braved yesterday's gloomy stockmarket with a rights issue to raise £61.6m net. The cash is needed to cut the company's debt level and allow it to continue expanding.

The group, best known for its Durex condoms, has spent heavily on capital investment and acquisitions over the last four years.

Mr Alan Woltz, chairman, said the rights issue was needed in part because at current prices the company has to convert a £50m convertible issue into equity.

LIG, which also makes surgical and household rubber gloves, health and beauty products and processes photographs, saw its shares fall 10p to 215p on the news, having fallen 7p on Wednesday on rumours of the issue. The rights issue is on a one-for-four basis at 190p.

Mr Woltz said the group and its advisers - S G Warburg, the merchant bank, and S G Warburg Securities as broker - had reconsidered the issue following the collapse of talks on the Gulf crisis in Geneva on Wednesday, but concluded that it was still appropriate.

"The reasons for the issue are very positive," he said. The rights issue was accompanied by a forecast of pre-tax profits of "at least £38m" in the year to end-March, compared with £35m in the previous year. This was below analysts' earlier expectations of about £41m following a 15 per cent rise in interim pre-tax profits to £18.8m. Mr Woltz said the forecast was a "downside" number and he hoped to beat it comfortably.

Confusion was caused because the £38m figure was forecast before some deductions. These included £2.3m of supplemental interest on LIG's £50m convertible bond issue for 1990-91 and an exceptional cost of £5.8m for extra interest on the bonds between their issue in 1987 and March 1990.

The extra interest has to be provided because bond holders are expected to exercise a put option in March 1992 at a price to give a yield of 8 1/2 per cent rather than the 4 1/2 per cent coupon on the bonds.

The group's debt has risen since its £27.1m to a net £147.9m, including contingent liabilities of £4.4m, at the end of December. This compares with £87.5m in the last balance sheet, when shareholders' funds stood at £87.1m including intangibles of £42.3m. Mr Woltz said the current level of debt was seasonally high and that gearing would have been 100 per cent at the year end.

After the rights issue, he said, year-end gearing would fall to 24 per cent or 44 per cent excluding intangibles. A final dividend of 6.25p (5.65p) was promised.

Lex, Page 18

Laidlaw close to quarterly growth targets

By Robert Gibbens in Montreal

LAIDLAW, the waste management and school bus group controlled by Canadian Pacific, almost achieved target profit growth in the first quarter of 1991, but fell short of its quarterly growth targets.

The North American recession affected waste operations, but the school bus business, hit for two years by staffing problems, turned around.

In the latest quarter, Laidlaw earned US\$77.5m, up 26 per cent from \$61.2m a year earlier, on revenues of \$516m, up 26 per cent. Per-share earnings were 32 cents, up 19 per cent from 27 cents, because average shares outstanding were up nearly 10 per cent year-to-year. The quarterly dividend has been raised from 7 cents a share to 8 cents.

Laidlaw's medium-term target is a 20 per cent annual growth in per-share earnings. Former chairman and founder Michael DeGroote will remain Laidlaw's representative in the ADT boardroom. Laidlaw owns 29 per cent of ADT, the Bermuda-based security systems group, and seeks additional seats. But it has not decided whether to increase its interest in the group.

Mr DeGroote resigned last month from the Laidlaw boardroom and retired to Bermuda. Earlier, he sold almost all his remaining shares to Canadian Pacific (CP). James Bullock, a well-known Toronto property executive, replaces him as a Laidlaw director.

Laidlaw stock has fluctuated on reports that South Carolina wants the company to set up a large trust fund against potential hazards at a waste landfill site, while Laidlaw insists \$30m special insurance is sufficient. Last autumn it provided \$33m after court action halted operations at a Cleveland landfill site.

Price falls hit Cockerill Sambre

By Lucy Kellaway in Brussels

COCKERILL SAMBRE, the Belgian steelmaker, yesterday warned that its profits for this year would be significantly lower due to the recent downturn in the steel market.

The warning follows a similar announcement from Arbed, the Luxembourg steel company, with which Cockerill has recently scrapped plans for a partial merger.

The companies are suffering from sharp falls in the prices of most steel products, lower demand, and increasingly aggressive pricing by other steelmakers.

However, Cockerill stressed that its financial position remained strong, and that its profits for the year just ended would show only a small fall against the record BFR15.4bn (\$492m) net made in 1989.

Mr Jean Gandois, Cockerill's president, said the company was in no hurry to find other deals following the collapse of talks with Arbed, which would have pooled the flat steel-making operations of both

groups. He said that talks had failed due to a conflict in the priorities, and he held out no hope that they could be revived.

Flat steel still accounted for some 90 per cent of Cockerill's business, despite some efforts by the company to diversify into other areas.

Any new partner would need to be quoted on the stock exchange, and would need to have considerable industrial and commercial strengths, Mr Gandois said.

Finns may reform investment

By Enrique Tessier in Helsinki

A FINNISH government committee is considering reforms to the law restricting foreign investment in the country's companies. It expects to publish its recommendations by the end of June.

Professor Kirsti Rissanen, who heads the 14-member committee, said the revisions would replace both the 1939 Restricting Act and the 1968 Insurance Companies Act.

The 1939 act forbids foreigners from establishing businesses in key areas such as forestry and limits their equity ownership to 20 per cent, with special permission to 40 per cent. The 1968 act cut the maximum foreign ownership in Finnish insurance companies from 100 to 40 per cent.

Ms Rissanen said: "It is too early to say what the committee will actually recommend... but we do expect to recommend limits on equity ownership of companies."

Finnish bond market, Page 27.

Pan Am awaits court ruling

By Nikki Tait in New York

PAN AM, the cash-strapped US airline which filed for Chapter 11 bankruptcy earlier this week, was returning to the Manhattan courts yesterday in the hope of getting its controversial plan to sell its London Heathrow routes to United Airlines approved by the bankruptcy court judge.

The decision by Judge Cornelius Blackshear will be critical to Pan Am's survival. United, together with Bankers Trust, have agreed to provide Pan Am with \$150m of temporary loan financing.

This is designed to cover the carrier's cash needs until it receives the \$200m United is due to pay for the London routes. This latter transaction is dependent on the approval of the UK authorities. And Mr Malcolm Rifkind, the UK

transport secretary, has indicated he will not be rushed.

However, the sorely-needed \$150m loan is conditional on Judge Blackshear deciding that the London route sale is a fair deal - the ruling he will be asked to make.

Pan Am will face opposition in the courts from various sources. Delta Airlines, the third largest US carrier, said on Wednesday it was willing to offer \$50m for Pan Am's Los Angeles to London route alone.

"With more time, we would consider making an offer for other routes or assets," said Delta's chairman, Mr Ron Allen.

Accordingly, Delta is asking the court to delay its ruling on the United route sale. The airline is struggling to gain some

advantage in the current wave of route sales, and has already lobbied, unsuccessfully, for a US department of transportation hearing into two London route disposals by Pan Am and Trans World Airlines.

Further opposition will also be lodged on behalf of Pan Am's shareholders. A shareholder suit had already been filed by a Mr John Decker, protesting at the United transaction and claiming that a better price could have been secured for the assets.

Yesterday, Mr Nicholas Chimicles, the lawyer representing Delta, said this action was terminated in anticipation of the Chapter 11 filing, but that the concerns were unchanged and that his client would be represented at the Bankruptcy Court hearing.

Nintendo US sales surge 27%

By Karen Zagor in New York

NINTENDO of America, the US subsidiary of the Japanese video games company, yesterday said its 1990 US sales grew 27 per cent to \$4.3bn.

In spite of efforts by would-be competitors to take a bigger slice of the US video games market, Nintendo's presence is commanding, with 87 per cent of the home video game market.

Mr Peter Main, US vice-president of marketing, said Nintendo's entertainment system could be found in more than 90

per cent of American homes. At a time when the US toy industry is flat and little prospect of improvement in the new year, Nintendo expects to turn in 1991 sales of \$4.8bn, with the US video game industry posting total sales of \$4.7bn. Although video games are not classified as toys, they compete in similar markets.

Some analysts are sceptical about Nintendo's growth prospects beyond the next year. Mr Takafumi Ochial, vice president at New Japan Securities,

in New York said: "Nintendo manages its software very well. But its market penetration is almost full. And it is difficult for a one-product company to sustain growth. Nintendo's future prospects are tied to its ability to develop new software... and this is very difficult to predict."

Mr Howard Vogel, a toy industry analyst at Merrill Lynch, believes Nintendo will start losing market share next year, helping US toy companies to improve their sales.

Bank joint venture faces EC inquiry

By Lucy Kellaway

THE PROPOSED joint venture between Banque Nationale de Paris, Dredner Bank and a private Hungarian bank is being examined by the European Commission to see if it is caught by the EC's new merger rules.

The commission said it was notified in December about the deal, which on preliminary inspection did appear to fall under the new regulation.

The joint venture involves the two west European banks joining forces with OKER, the second-biggest Hungarian commercial bank, to create a new bank to be called BNP-KH-Dredner Bank.

Although the starting capital of the bank is only Forint 1bn (\$14m), the deal is likely to fall under the merger rules as the high. The new bank would help Hungarian companies with import and export business, help to finance joint ventures between western and Hungarian companies, and assist with Hungarian privatisations. The commission must decide within one month of receiving notification whether to mount a full enquiry.

Imperial Oil expects record year-end results

By Robert Gibbens

HIGHER CRUDE prices will help Imperial Oil, Canada's integrated oil company, to post 1990 results near the peak C\$450m (US\$391.3m) of 1988.

This indicates earnings per share of C\$2.60 to \$2.65 after a \$200m restructuring charge, senior officials told a New York energy conference.

Upstream business continued strong in the fourth quarter and downstream operations improved slightly. Debt has been cut to \$2.8bn from \$3.5bn early in 1989 following acquisition of Texaco Canada for \$585m.

The reduction is due to upstream and downstream asset sales and debt will continue to decline in 1991.

Production in 1991 is expected to average 345,000 barrels daily against 350,000 barrels daily in 1990.

KPMG confirms fall in value of cross-border deals

By Guy de Jonquieres, International Business Editor

THE SLOWDOWN in international merger and acquisition activity is confirmed by figures published by accountancy firm KPMG, which show that the value of cross-border deals fell 13 per cent last year to \$114.2bn from \$130.6bn in 1989.

There were steep falls in the value of purchases by companies based in the US and France, two of the most active acquiring countries. American acquisitions abroad fell to \$15.8bn from \$23.2bn, while those by French companies declined to \$16.6bn from \$20.8bn.

US acquisitions in the European Community slowed particularly sharply, to \$3.7bn from \$12.7bn. Much of the decline was due to a drop in the value of purchases in the UK, which fell to \$2.6bn from \$10bn.

Japan and Sweden were the only large countries to increase the value of their acquisitions over 1989. Purchases by Japanese companies rose to \$18.7bn from \$14.7bn, while those by Swedish companies grew to \$9.5bn from \$1.8bn.

However, British companies

remained the highest cross-border acquirers by a large margin, in spite of a decline in the total value of their purchases to \$20bn from \$23.8bn.

As in 1989, the US was the most popular target country, receiving foreign purchases worth \$48.8bn. It was followed by Britain, where international acquisitions totalled \$20.6bn.

Declines in the value of international purchases in North America and the EC were offset by a strong increase in cross-border acquisitions in other countries. These almost trebled in value to \$20.6bn from \$7.8bn.

Much of the rise was due to a surge in acquisitions in Argentina, New Zealand and Switzerland. The only EC countries in which the value of purchases rose were Ireland, Italy and Spain.

The fall in worldwide activity was particularly pronounced in the final quarter of last year, when the value of deals fell 32 per cent to \$28.6bn from \$42.3bn in the same period of 1989. The total number of deals last year fell from 2,517 to 2,782.

Philips gives first public showing of its DCC

By Ronald van de Krol in Amsterdam

PHILIPS, the Dutch electronics group, has given its first public demonstration of the digital compact cassette (DCC), the company's lower-priced alternative to the digital audio tape (DAT) system being championed by Sony of Japan.

The company is seeking to promote the DCC system - unveiled this week at the annual consumer electronics trade show in Las Vegas - as the logical successor to the conventional audio cassette, which was invented by Philips in 1963.

The Dutch group has won backing for the concept of pre-recorded DCCs from major music companies such as EMI, Warner, Bertelsmann and its own 60 per cent-owned music subsidiary PolyGram.

It expects to launch consumer sales of DCC players in 1992, by which time it hopes that pre-recorded DCCs will also have begun hitting the market. Like DAT players, the players can be used for home

recording of digital-quality sound on blank cassettes. Like DAT players, however, they will also be equipped with a device to limit the number of copies that a consumer can make from a compact disc (CD), the run-away audio success of the 1980s which was jointly developed by Philips and Sony.

Philips claims that the biggest advantage of DCC players over the rival DAT system is that they can play existing analogue audio cassettes as well as the new DCCs. DAT players, by contrast, can play only DAT tapes. So far, however, few pre-recorded DAT tapes are available.

Philips is developing DCC in partnership with Matsushita of Japan. It has already licensed Tandy of the US to build players, which are expected to sell for \$500 to \$600 each compared with DAT-player prices of \$1,000 or more. Other hardware companies will also be offered licences.

No FT? No problem in Japan

Keeping up with the news when you travel to the Far East used to be something of a challenge. The world seldom stands still. These days, in fact, just a few hours can be enough to change history for ever. Happily for FT readers, staying in touch is now no longer a problem in Japan.

Because we now publish in Japan six

days a week - transmitted overnight by satellite direct from London, and printed locally for the start of the working day. Ask for your copy at the hotel or on the news stands, in Tokyo or in other major Japanese cities.

If you're a resident, we'll hand-deliver the FT to your office in central Tokyo, first thing every day.

call Tokyo (03) 3295 1990 now

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPERCorrection Notice
The Nippon Credit Bank
(Curaçao) Finance, N.V.
U.S. \$500,000,000
Subordinated Floating Rate
Guaranteed Notes 2000

In accordance with the terms and conditions of the Notes, notice is hereby given, that the interest rate for the Interest Period from 27th December, 1990 to 27th March, 1991 is 8.425% per annum. The Coupon Amount payable on the 27th March, 1991 in respect of each of U.S. \$10,000 in principal amount of each note is U.S. \$210.63.

Bankers Trust Company, London Agent Bank

SHEARSON LEHMAN
HUTTON HOLDINGS
INC.

(Incorporated in Delaware)
US\$300,000,000
Floating rate notes due
October 1996

For the three months
11 January, 1991 to
11 April, 1991 the notes will
carry an interest rate of
7.62125% per annum and
interest payable on the
relevant interest payment date
11 April, 1991 will amount to
US\$190.78 per US\$100,000 note.

Agent: Morgan Guaranty
Trust Company

JPMorgan

CRI INSURED
MORTGAGE
ASSOCIATION INC.

US\$140,000,000
Guaranteed Secured
Floating Rate Notes due
1998

In accordance with the terms and conditions of the Guaranteed Secured Notes, notice is hereby given that for the period from January 10, 1991 to April 10, 1991, the Guaranteed Secured Notes will carry an interest of 7 1/8% per annum, accruing on the outstanding principal amount of each Note.

The relevant interest payment date will be April 10, 1991 and the coupon amount of interest payable per Guaranteed Secured Note will be USD 1.78637.

Bank of Montreal
do Luxembourg S.A.
Agent Bank

Tenneco Inc

HOUSTON, TEXAS
The 1991 first quarter dividend of 80¢ per share on the Common Stock will be paid March 12 to stockholders of record on February 8. About 131,000 stockholders will share in our earnings.

Karl A. Stewart, Secretary

SAMSUNG SEMICONDUCTOR AND TELECOMMUNICATIONS LIMITED

US\$30,000,000 FLOATING RATE NOTES DUE 1994
GUARANTEED BY
SAMSUNG ELECTRONICS COMPANY LIMITED

For the six months from 10 January 1991 to 10 July 1991, Notes will carry an interest rate of 7 1/8% per annum. The interest payable on the relevant interest payment date, 10 July 1991, will be US\$386.38 per US\$100,000 note.

CHEMICAL BANK
Agent Bank

Halifax Building
Society

Floating Rate Loan Notes 1992
For the three month period from
10 January, 1991 to 10 April, 1991
the Notes will bear interest at the
rate of 14 1/4% per cent per annum.
The Coupon amount per £5,000
Note will be £173.37, payable
on 10 April, 1991.

Morgan Grenfell
& Co. Limited
Agent Bank

£100,000,000
BRADFORD
& BINGLEY

Floating Rate Notes Due 1998
Interest Rate 14 1/4% per annum
Interest Period 10 January 1991 to
10 April 1991

Interest Amount per
£100,000 Note due
30 April 1991
£173.37

Credit Suisse First Boston Limited
Agent

NOTICE
to the holders of those of the
U.S. \$100,000,000 Floating Rate
Depository Receipts Due 1992
presently outstanding
(the "Receipts")
issued by
The Law Debenture Trust Corporation p.l.c.
and relating to
U.S. \$100,000,000 Floating Rate
Deposits Due 1992
with the Nassau (formerly London) Branch
of
Istituto Bancario San Paolo di Torino

NOTICE IS HEREBY GIVEN TO THE HOLDERS OF THE RECEIPTS THAT:

(1) Istituto Bancario San Paolo di Torino, London Branch, requested The Law Debenture Trust Corporation p.l.c. to exercise its powers pursuant to the Conditions of the Receipts and the Depositary Agreement and Trust Deed (the "Trust Deed") dated 4th December, 1985 and made between Istituto Bancario San Paolo di Torino, London Branch and The Law Debenture Trust Corporation p.l.c. (the "Depositary Trustee") as Depositary Trustee for the holders of the Receipts to agree to the substitution of the Nassau Branch in place of the London Branch of Istituto Bancario San Paolo di Torino as the responsible branch in respect of the Deposits and under the Trust Deed;

(2) the Depositary Trustee, being of the opinion that such substitution is not materially prejudicial to the interests of the holders of the Receipts and the interest coupons appertaining thereto, has agreed to such substitution with effect on and from 28th December, 1990; and

(3) such substitution has been effected by the First Supplemental Depositary Agreement and Trust Deed dated 28th December, 1990.

Copies of the Trust Deed and the First Supplemental Depositary Agreement and Trust Deed referred to in (3) above are available for inspection at the specified offices set out below of the Paying Agents.

Principal Paying Agent
Bankers Trust Company
1 Agold Street
Broadgate
London EC2A 2HE

Paying Agents
Swiss Bank Corporation
1 Aeschengraben
CH-4002 Basle
Switzerland
Banque Indosuez Belgique S.A.
Rue des Colonies 40
B-1000 Brussels
Belgium
Banque Internationale à
Luxembourg S.A.
69 Route d'Esch
L-1470 Luxembourg
(for payment of principal only)
Bankers Trust Company
Four Albany Street
New York, NY 10015

Agent Bank
11th January, 1991

Tops Series IV Limited

(Incorporated with limited liability in the Cayman Islands)
U.S. \$130,000,000
Series IV Floating Rate Trust Obligation
Participation Securities due 1992

Secured by a Charge on a Portfolio of Fixed Rate Bonds and Notes with an aggregate principal amount of U.S. \$186,355,000

For the period 10th January, 1991 to 10th July, 1991, the securities will carry an interest rate of 7.775% per annum with an interest amount of U.S. \$9,772.74 per U.S. \$250,000 denomination and U.S. \$19,545.49 per U.S. \$500,000 denomination, payable on 10th July, 1991.

Listed on the Luxembourg Stock Exchange

Bankers Trust Company, London Agent Bank

ALENIA

AERITALIA & SELENIA

**INNOVATION
AND
TECHNOLOGY
MERGE
AT THE TOP.**

IRI FINMECCANICA GROUP

مكزامن الدخيل

UK COMPANY NEWS

Targets in sight for electricity companies

By Juliet Sychrava

FOUR MORE of the 12 regional electricity companies privatised last month have announced results for the six months to September 30 1990. Yesterday all four said they expected at least to meet the full-year forecasts made in their privatisation prospectuses.

However, because their supply businesses have heavy fixed costs, in the shape of the option fees they pay upfront on their electricity purchasing contracts, lower first-half sales volumes can result in a first-half loss, especially in the current cost accounts where the depreciation charge is high.

Eastern Electricity reported a pre-tax historical cost profit of £36.3m, against a forecast for the full year of £112.4m. Current cost pre-tax profit was £8.2m, and turnover was £749.2m.

Post-tax historical cost profit was £27.9m, compared with a loss of £300,000 on a current cost basis. Eastern said it was confident it would meet its target historical cost post-tax profit of £88.5m for the year. It also expected to pay the forecast final dividend of 10.12p.

"We are convinced we'll make the forecast, but of course we hope to improve on it," said Mr Richard Leveritt, finance director.

The pro forma post-tax historical cost profit was £16.4m, with current cost accounting converting this to losses of £8.9m. These figures represent pro forma earnings of 6.1p per share and losses of 2.8p respectively.

Manweb reported a pre-tax historical cost profit of £18.7m, compared with a forecast for the full year of £52.5m. On a current cost basis, pre-tax profit was £5.1m. Turnover totalled £379m.

Post-tax profit was £15.3m on a historical cost, and £1.7m on a current cost basis. The pro forma post-tax profit was £10.4m (historical cost) and



Clockwise from top left: Bryan Weston, James Smith, Bryan Townsend and Wynford Evans, chairmen of Manweb, Eastern, Midlands and South Wales respectively.

£200,000 (current cost) - the equivalent of pro forma earnings per share of 10.4p and 0.7p respectively.

The result was, the company said, in line with its expectations, and it reconfirmed its commitment to the 11.3p dividend forecast in the prospectus. Manweb typically expects to earn about 75 per cent of its profit in the colder second half of the year.

About 45 per cent of sales would be made in the first half, said Mr John Roberts, finance director, but, because costs are fixed, the impact of the increase in volume on the bot-

tom line is considerable. Underlying sales growth was, he said, encouraging. "We expected growth to be less than 1 per cent, but it is closer to 1 per cent than we anticipated."

Midlands Electricity announced a pre-tax historical cost profit of £18.3m, on a turnover of £564.6m. The result puts the company on course to meet its forecast of £91.9m profit for the full year. The company made a current cost loss before tax of £6.1m.

Post-tax historical cost profit was £14.1m (and pro forma £7.7m). This compares with a

current cost loss of £2.1m (pro forma £1.3m). Pro forma historical cost earnings were 8.7p per share and current cost losses were 6.2p per share.

Midlands confirmed that it expected to recommend a final dividend of 10.5p. The company expects about 60 per cent of its sales in the last half of the year, said Mr Bryan Townsend, chairman and chief executive. Both commercial and domestic sales volumes were holding up well, he said. Although the recession - especially in the construction industry - had depressed industrial sales as forecast, this had happened more slowly than expected.

South Wales Electricity reported pre-tax historical cost profits of £14.2m for the half year, and a current cost profit before tax of £4.5m. Turnover was £268.1m.

Post-tax historical cost profit was £10.5m, compared with a current cost loss of £900,000. South Wales was confident it would meet its full-year forecast of a historical cost profit before tax of £45.5m.

Pro forma post-tax profits on an historical cost basis were £9.4m, leading to earnings of 9.4p, while current cost accounting gives post-tax losses of £1.4m and losses of 1.4p per share.

"We are comfortably ahead of where we expected to be at this time of the year," said Mr David Myring, finance director. However, he added, the privatisation prospectus forecast had to allow for a downside that could still occur in the winter period. About 65 per cent of company sales are made in the second half of the year.

South Wales announced that it expected to pay both an interim and a final dividend in future years, although this year it would pay a single dividend, like all the 12 regional companies. It made no explicit commitment to the dividend figure in the prospectus.

Reshaped Beaverco in profit

By Andrew Bolger

BEAVERCO, the USM-quoted consumer and industrial products manufacturer, yesterday reported a return to profit, but the interim dividend was passed in the wake of last year's discovery of losses at its Body Sculpture subsidiary.

Mr John Lees, chairman, who owns 50.1 per cent of the equity, said the problems at Body Sculpture, a gymnasium equipment importer, had brought forward disposal plans. The group had been completely restructured in the last six months through the disposal of 16 loss-making companies.

Beaverco has sold its foam, fabric and filtration businesses and intends to focus on garden furniture and leisure, nursery products and environmental management.

Pre-tax profits were £207,000 for the six months to September 30, against a loss of £49,000 previously. Earnings per share were 1.5p (0.2p loss). Mr Lees said all the businesses were now trading profitably. He expected the slimmed-down group would have turnover of about £32m this year, against £33m.

Although he did not plan any more disposals, he expected proceeds from further restructuring - such as the sale of properties - would further reduce gearing, currently about 100 per cent.

An extraordinary item of £233,000 covered costs associated with disposals of the loss-making companies, including Body Sculpture where a misstatement of accounts plunged the group into the red last year and caused the share price to plunge. The shares were unchanged at 43p yesterday.

Mr Lees said Beaverco had taken legal advice and commissioned an independent audit into the situation at Body Sculpture, which he estimated had cost the group about £4.5m.

Beaverco intends to change its name to reflect its new focus and will also change its year-end to June 30.

NEW ISSUES January 8, 1991



\$700,000,000 7.55% Debentures

Dated January 10, 1991 Due January 10, 1994
Interest payable on July 10, 1991 and semiannually thereafter.
Series SM-1994-M Cusip No. 313586 U 80
Non-Callable

Price 100%

\$700,000,000 8.875% Debentures

Dated January 10, 1991 Due January 10, 2001
Interest payable on July 10, 1991 and semiannually thereafter.
Series SM-2001-A Cusip No. 313586 U 98
Callable on or after January 10, 1994

Price 100%

The debentures of January 10, 2001 are redeemable on or after January 10, 1994 in whole or in part at the option of the Corporation at any time (and from time to time). The redemption price payable on or after January 10, 1994, initially will be a percentage of the principal amount redeemed equal to 100% plus one-half the coupon rate on the debentures, plus accrued interest on the amount redeemed. The redemption price will decrease on each succeeding interest payment date after January 10, 1994, as will be set forth in the Supplement to the Guide to Debt Securities Information statement dated November 6, 1990 relating to this offering. The amount payable at maturity will be equal to 100% of the principal amount redeemed, plus accrued interest thereon. If any redemption is in part, it will be done on a pro rata basis.

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States, and are issued under the authority contained in Section 304(b) of the Federal National Mortgage Association Charter Act (12 U.S.C. 1718 et seq.).

The debentures, together with any interest thereon, are not guaranteed by the United States and do not constitute a debt or obligation of the United States or of any agency or instrumentality thereof other than Fannie Mae.

This offering is made by the Federal National Mortgage Association through its Senior Vice President-Finance and Treasurer with the assistance of a nationwide Selling Group of recognized dealers in securities. Debentures will be available in Book-Entry form only. There will be no definitive securities offered.

Gary L. Perlin

Senior Vice President-Finance and Treasurer

3800 Wisconsin Avenue, N.W., Washington, D.C. 20016

Linda K. Knight

Vice President and Assistant Treasurer

3800 Wisconsin Avenue, N.W., Washington, D.C. 20016

This announcement appears as a matter of record only. This announcement is neither an offer to sell nor a solicitation of an offer to buy any of the Debentures.

South Wales Electricity plc Half-yearly results to September 1990

"LOOKING TO THE FUTURE WITH CONFIDENCE"

South Wales Electricity's half-year results reflect a very satisfactory financial and operating performance, bearing in mind that the majority of our profits will be made in the second half of the financial year.

The volume of electricity distributed through the South Wales network has continued to hold up well in the current economic environment.

We have continued to invest heavily in strengthening our distribution network, and have successfully controlled our operating costs whilst maintaining high standards of customer service.

Before taking account of £25 million Government debt injected as at 30th September, 1990, as part of the capital restructuring pre-floatation, the Company's net borrowings at 30th September were £4.8 million, compared with £8.9 million at 31st March, 1990.

In the Prospectus we forecast full-year profits on ordinary activities before taxation of not less than £45.9 million on an historical cost basis, £22.0 million on a current cost basis. The results to date and the current outlook for the second half of the year give us great confidence in the outcome for the full year.

As indicated in the Prospectus, no interim dividend is being declared. The Directors expect to recommend a first and final dividend for the financial year to 31st March, 1991; both interim and final dividends can be expected in future years.

South Wales Electricity plc, now one of the biggest companies in the private sector in Wales, is in excellent shape. We look to the future with confidence.

J. Wynford Evans
Chairman

Results for 6 months to 30th September, 1990

NOTES

1. BASIS OF PREPARATION

The interim accounts for the six months ended 30 September, 1990, which are unaudited, have been prepared on the basis of the accounting policies set out in the Prospectus dated 21 November, 1990, containing Listing Particulars of South Wales Electricity plc and are consistent with the accounting policies adopted for the year ended 31 March, 1990.

Results for the six months ended 30 September, 1989, have not been presented. The Directors believe that comparison with this prior period would not be meaningful in view of changes during the current year in capital structure, regulation and other costs associated with the Company's new status as a plc.

The financial information in this interim statement does not amount to statutory accounts within the meaning of Section 240 of the Companies Act 1985.

2. PRO FORMA EARNINGS

	Historical Cost	Current Cost
Pro Forma Profit/(Loss) on Ordinary Activities after Taxation	£9.4m	£(1.4)m
Pro Forma Earnings/(Loss) per Ordinary Share	9.3p	(1.4)p

Pro forma earnings per ordinary share have been calculated by dividing pro forma profit after taxation by 101,473,000 ordinary shares as if they had been in issue since 1 April, 1990. Pro forma profit/(loss) on ordinary activities after taxation has been calculated by making an adjustment to interest of £1.6 million, a pro forma taxation credit of £0.5 million, and a further gearing adjustment (current cost accounts only) of £0.6 million, on the basis that the new capital structure had been in place since 1 April, 1990. Actual earnings per ordinary share have not been presented; the number of shares in issue during the six months ended 30 September, 1990, and the actual profits for that period are not considered to be representative of the position following the implementation of the new capital structure.

3. INCOME FROM THE NATIONAL GRID HOLDING plc

This represents the interim dividend receivable.

4. TAXATION

Taxation for the six months ended 30 September, 1990, has been provided on the basis of the estimated effective tax rate for the year ended 31 March, 1991, with the exception of taxation in respect of the dividend receivable from The National Grid Holding plc; this is included in the taxation charge at a rate of 28% of the aggregate of the interim dividend receivable and the tax credit attaching thereto.

5. EXTRAORDINARY ITEMS

Extraordinary items comprise privatisation and restructuring costs incurred in the half-year ended 30 September, 1990.

	Notes	Historical Cost (Unaudited) £m	Current Cost (Unaudited) £m
Turnover		258.1	258.1
Operating Profit		12.9	1.5
Income from National Grid Holding plc	3	2.5	2.5
Interest		(1.2)	(1.2)
Profit on Ordinary Activities Before Taxation		14.2	2.8
Taxation	4	(3.7)	(3.7)
Profit/(Loss) on Ordinary Activities after Taxation		10.5	(0.9)
Extraordinary Items, Net of Taxation	5	(2.6)	(2.6)
Profit/(Loss) Attributable to Shareholders		7.9	(3.5)



South Wales
ELECTRICITY
Trydan De Cymru



RESULTS FOR THE SIX MONTHS ENDED 30 SEPTEMBER 1990

Statement by Dr. James Smith CBE, Chairman and Chief Executive

It gives me great pleasure to announce Eastern Electricity's results for the half year ended 30 September 1990 and to welcome over 1.1 million shareholders who decided to invest in Eastern Electricity. I am also delighted to record that over 90% of our 10,000 strong workforce have become shareholders in the Company they work for.

In the first six months of the financial year Eastern Electricity made a profit on ordinary activities after tax of £27.9 million calculated on a conventional historical cost basis. After making what we believe to be a necessary provision for the effect of price changes specific to our business the results for the half year on a current cost basis show a loss after tax of £0.2 million. There were extraordinary items, comprising privatisation costs, of £3.6 million. These results should not be taken as representative of the year as a whole; electricity distribution is a seasonal business, and the figures also relate to the period before floatation and before our present capital structure was put in place.

The figures for the half year set out in the statement below are in line with

expectations. They are also consistent with the full year profit forecast in the Prospectus issued in November 1990, that is, a profit after tax on ordinary activities of not less than £68.5 million (£72.7 million on a pro forma basis). We are confident of achieving our forecasted profit levels.

As foreshadowed in the Prospectus, the financing arrangements for a 360 MW combined cycle gas turbine, generating station at Peterborough were completed in December 1990. This is a joint venture with Hawker Siddeley Group Public Limited Company. Construction begins this month and the station will be commissioned in 1993.

Eastern Electricity has made a positive start in its new role in the private sector. I believe there are good prospects for the further development of our business and I look forward to the future with confidence. As stated in the Prospectus, in the absence of unforeseen circumstances, the Directors expect to recommend a single dividend payment of 10.12p net per ordinary share payable in October 1991.

Six months ended 30 September 1990

	Notes	Current Cost (Unaudited) £m	Historical Cost (Unaudited) £m
TURNOVER		749.2	749.2
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		8.2	36.3
Taxation	5	(8.4)	(8.4)
PROFIT/(LOSS) ON ORDINARY ACTIVITIES AFTER TAXATION		(0.2)	27.9
Extraordinary items	6	(3.6)	(3.6)
PROFIT/(LOSS) ATTRIBUTABLE TO SHAREHOLDERS		(3.8)	24.3

1 BASIS OF PREPARATION

The interim accounts, which are unaudited, for the six months ended 30 September 1990 have been prepared on the basis of the accounting policies set out in the Prospectus dated 21 November 1990 containing Listing Particulars of Eastern Electricity plc and are consistent with the accounting policies adopted for the year ended 31 March 1990.

Results for the six months ended 30 September 1989 have not been presented. The Directors believe that comparison with this prior period would not be meaningful in view of changes during the current year in the commercial and contractual environment of the Company and its capital structure and regulatory system.

The financial information contained in this interim statement does not amount to statutory accounts within the meaning of Section 240 of the Companies Act 1985.

2 CURRENT COST ADJUSTMENTS

	£m
Historical cost profit on ordinary activities before tax	36.3
Current cost adjustments	
Depreciation	(22.4)
Cost of Sales	(0.3)
Monetary working capital	(6.3)
Gearing	0.9
	(28.1)

Current cost profit on ordinary activities before tax

8.2

Copies of this announcement can be obtained from the Company Secretary, Eastern Electricity plc, Wherstead Park, P.O. Box 40, Wherstead, Ipswich, Suffolk IP9 2AQ. For shareholder enquiries please ring 0345 959697.

مكزامن التحويل

UK COMPANY NEWS

Hobson's choice for Saatchi's shareholders

Alice Rawsthorn on a rescue package which has no apparent advantages for anyone

WHEN A company unveils a reconstruction package it usually includes some advantage somewhere for at least one class of investor. The salient feature of the reconstruction proposals announced by Saatchi & Saatchi yesterday is that there is no apparent advantage for anyone.

Under the proposals Saatchi's ordinary shareholders, who have already seen their shares collapse, face heavy dilution. The European preference holders, who had stood to gain £211m in July 1989, and UK preference holders will end up with a mixture of new ordinary shares and preference shares without any real hope of receiving a dividend from either for at least three years.

Why then has Saatchi sprung such an apparently unpalatable package on its shareholders? And how, given that it needs their consent to implement the package, does it propose to persuade those shareholders to agree?

The answer to both questions, according to Mr Robert Louis-Dreyfus, group chief executive, is that neither Saatchi, nor its shareholders, have a choice.

If the reconstruction package is accepted the company can look forward to a financially stable future for the first time in nearly two years. If it is rejected, Saatchi & Saatchi, once one of the stars of the UK stock market, will almost certainly go bust.

The story behind the reconstruction starts in the early

1980s when the Saatchi brothers - aided and abetted by Mr Martin Sorrell, their former finance director who now runs Saatchi's arch rival the WPP Group - began the series of audacious acquisitions which turned Saatchi from a London advertising agency into one of the world's largest marketing services groups.

The problem was that the combination of all the advertising acquisitions and an ill-conceived diversification into management consulting left Saatchi with onerous debts and potentially disastrous liabilities. In short, the burden of Saatchi's financial structure threatened to drag down the whole group.

If Saatchi is to survive it must dismantle that structure. The trickiest problem of all is its puttable Euro-preference share issue. When the issue was launched by SG Warburg, the London merchant bank, in June 1988 it was hailed as a feat of fashionable financial engineering. The bond holders invested £177m in Saatchi in return for a promise of getting their money back with a 19.7 per cent bonus - making a total of £211m - on July 15 1993, if Saatchi's share price was lower than 441p on that date.

At the time neither Saatchi nor Warburg could conceive of its shares falling so low. As a result, the £211m of preference shares has now become a liability rather than an asset. The shares will be as high as 441p. Hence Saatchi, which is also lumbered with £200m of bank debt,



Robert Louis-Dreyfus faces a £200,000 cut in his salary

would not be able to pay the £211m in July 1993, nor would it be able to renew its banking facilities when they expired six months earlier.

Saatchi sees its reconstruction as a last ditch attempt to avert catastrophe in 1993. These are the proposals:

- the holders of 174m Euro-preference shares will receive three new preference shares and 16 new ordinary shares for every ten shares held.
- the holders of 100m UK preference shares are offered five new preference shares and 12 new ordinary shares for every 20 of their shares.

ties and to increase them by £20m.

This means that Saatchi's ordinary share capital will be increased from 160m to roughly 540m shares. Ordinary shareholders will emerge with around 30 per cent of the equity. The Saatchi brothers, for instance, will see their 2.5 per cent holding diluted to 0.75 per cent.

The preference shareholders, including Lord Rothschild who owns 20 per cent of the Euro-preference shares, will hold around 62 per cent of the ordinary shares and 27m of new preference shares. However they will not be entitled to dividends on their new preference shares until December 31 1993 or until Saatchi resumes payment of its ordinary dividends.

If the reconstruction proposals are accepted Saatchi will be able to service bank debt of £200m and preference shares of £70m. This means, said Mr Charles Scott, finance director, it will finally have a secure and stable financial structure.

But if the worst comes to the worst and the proposals are rejected the Saatchi empire would probably be broken up in preparation for the time when its banking facilities come to an end in January 1993.

In the meantime Mr Louis-Dreyfus - struggling yesterday with both a broken leg and the knowledge that his salary has been cut from £500,000 to £200,000 - has been left to "carry on running the business as best I can".

'I can't believe it!'



BUT IT'S TRUE. Not leaving a legal, valid Will behind you could mean that your family inherits only worry, heartache and hardship. They could even lose the family home that you assumed would be theirs by right.

That's why you simply must make (or update) a proper Will, now, however modest your 'estate' may be. It's not difficult, or expensive, but it is very important.

OUR FREE 16 PAGE BOOKLET tells you all you need to know about leaving money, property or other belongings to those who YOU want to benefit, and not to the tax man.

It also explains how - if you wish - you can also leave something, tax free, to a deserving charity like the Distressed Gentlefolk's Aid Association. For over 90 years it has been helping to lift what now amounts to thousands of men and women - largely educated professional people, previously dedicated to helping others. Rescuing them, in fact, from the mental torture of bereavement, financial crisis and approaching frailty.

How? First by helping to keep them in their own familiar homes and later, if health deteriorates, in one of THIRTEEN Residential and Nursing Homes maintained by the Charity where the company and conversation of kindred spirits makes growing old a pleasure instead of a penalty.

Naturally we hope you will want to assist us through your Will to continue this immensely caring work, but - for your family's sake - do write or phone for this excellent illustrated booklet.

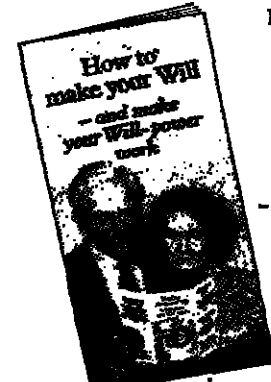
THE DISTRESSED GENTLEFOLK'S AID ASSOCIATION

Founded 1897 Patron H.M. Queen Elizabeth, the Queen Mother

To the DGAA, Vicarage Gate House, Vicarage Gate, London W8 4AQ Tel: 071-2293941 Please send me, without obligation, free copy of "How to Make Your Will"

Name _____

Address _____



LIBRA CITY CORPORATE PRINTING LIMITED

has appointed Mr Ken Dellow to its board of directors. Mr Dellow now holds the position of commercial director.



RISKS OF WAR
ARE YOU HEDGED?
CALL FOR
INFORMATION

CAL Futures Ltd
Windsor House
50 Victoria Street
London SW1H 0NW
Tel: 071-799 2233
Fax: 071-799 1321

NEWS DIGEST

Neotronics ahead 45% to £2.71m

NEOTRONICS Technology, the Hertfordshire-based gas monitoring instrument group, lifted taxable profits by 45 per cent in the year to September 30.

The outcome - £2.71m against £1.87m - was struck after an exceptional charge of £240,000 mainly representing severance and other costs of the group's management restructuring.

Turnover expanded 21 per cent to £15.56m (£12.83m). Earnings per share emerged at 6.98p (4.71p) and a proposed final dividend of 1.6p lifts the total for the year to 2.4p (1.8p).

Abbey returns to the black with £67,000

Abbey, the Dublin-based house-building company with operations mainly in southern England, returned to profit in the six months to October 30 with £67,000 (£51,500).

This compares with £227,000 profit in the previous first half and a loss of £115.84m in the year to April 30.

Turnover was lower at £28.16m (£24.55m).

Cassidy Brothers back in profit

Cassidy Brothers, the USM-quoted toy manufacturer, bounced back into the black in the half year to October 31, following a heavy loss in the preceding six months.

With turnover 47 per cent higher at £3.58m, pre-tax profits jumped to £458,154, compared with £25,039 for the corresponding period of 1989, and a £386,710 loss for the second half of that year.

US \$174,300,000
1410/1441 Broadway
Finance, Ltd.
Guaranteed Secured Floating
Rate Notes Due 1999

For the period from January 11, 1991 to April 11, 1991 the Notes will carry an interest rate of 7.90% per annum with an interest amount of US \$957.50 per US \$50,000 principal amount of Notes payable on April 11, 1991.

Agent Bank
Security Pacific National Bank
London

M&G Dual Trust improves to £3.81m

After-tax revenue of M&G Dual Trust improved from £2.98m to £3.81m for the 1990 year, equal to earnings of 66.33p against 51.83p per income share.

Gross revenue totalled £5.09m (£3.97m) and the tax charge £1.27m (£993,470). Asset value per capital share stood at £19.80 (£28.24). A recommended final dividend of 36.8p per income share makes a 66.3p (51.8p) total.

SelectTV recovers with \$85,000

SelectTV, the USM-quoted production company, reported a turnaround for the half year to September 30 with pre-tax profits of \$85,227 compared with a loss of \$182,968.

Turnover jumped to \$4.26m (£13,148). Earnings per share amounted to 0.13p (0.28p losses).

Trans World expects £0.6m loss

Trans World Communications, the USM-quoted independent radio station operator and organiser of Miss World, announced that it expected a pre-tax loss of about \$90,000 for the second half.

Its shares fell 2p to 87p.

Difficult trading leaves SEP lower

Pre-tax profits at SEP Industrial Holdings fell 7 per cent from £2.49m to £2.33m in the year to end-September.

Turnover for this USM-quoted distribution, manufacturing and service group rose 17 per cent to £58.32m, against £49.85m.

Earnings per share came out at 3.07p (3.5p) and the recommended final dividend is unchanged at 0.6p for a total of 1.04p (1p).

Sidney C Banks dips to £1.14m

Taxable profits of Sidney C Banks, the grain and agricultural merchant, fell from £1.23m to £1.14m in the six months to October 31.

Turnover expanded 33 per cent to £98.45m (£74.15m). A maintained interim dividend of 2.5p is payable from earnings of 10p (11.6p) per share.

PWS ahead in spite of redundancy costs

In spite of a £400,000 exceptional charge for redundancies, PWS Holdings, the Lloyd's reinsurance broking group, reported pre-tax profits 42 per cent higher at £2.5m in the year to September 30, against £1.62m.

Total income was lower at £17.77m (£17.98m) but trading expenses and interest payable fell to £14.15m (£14.91m) and £944,000 (£1.4m). Earnings per share were 8.2p (6.1p) and a final dividend of 2.5p is proposed for a total of 3.5p (2.5p).

Savills incurs £433,000 loss

Savills, the estate agency and surveyor, swung from profits of £2.94m to losses of £433,000 pre-tax for the half-year ended October 31. Turnover fell £2m to £14.64m.

Loss per share emerged at 0.5p (earnings 5.2p) and the interim dividend is being passed - 1.125p was paid previously. The shares slipped 5p to 41p.

Bespak lifts profits 11% to £2.04m

Bespak, maker of specialised valves and other engineering components for the pharmaceuticals industry, lifted pre-tax profits for the six months to November 2 by 11 per cent from £1.83m to £2.04m.

Sales rose to £13.34m (£11.25m). The interim dividend is raised to 3p (2.6p) from earnings per share of 10.1p (9p).

Alexanders Holdings advances to £1.9m

In spite of difficult trading conditions in the second half pre-tax profits at Alexanders Holdings, the Glasgow-based Ford pre-tax profits for the six months to November 2 by 11 per cent from £1.83m to £2.04m.

Turnover rose from £80.35m to £92.72m and after tax of £455,000 (£357,000) earnings came through unchanged at 3.50p per share. The dividend is maintained at 1p.

YORKSHIRE BUILDING SOCIETY

Issue of up to
£150,000,000
Floating Rate Notes
Due 1997

(of which £100,000,000 was issued on 10th July 1990 as the initial tranche)

In accordance with the terms and conditions of the Notes, notice is hereby given that for the three month interest period from (and including) 10th January 1991 to (but excluding) 10th April 1991, the Notes will carry a rate of interest of 14.06875 per cent. per annum. The relevant interest payment date will be 10th April 1991. The coupon amount per £50,000 will be £1734.50 payable against surrender of Coupon No: 3.

Hambros Bank Limited
Agent Bank

Midlands Electricity plc

INTERIM RESULTS FOR THE HALF YEAR ENDED 30 SEPTEMBER 1990

Welcome to our new shareholders.

THE STATEMENT BY THE CHAIRMAN, BRYAN TOWNSEND.

Following the successful flotation of Midlands Electricity in December 1990, I am delighted to welcome our new shareholders - approximately 800,000 at the start of dealing. I am particularly pleased that so many of our customers became shareholders and hope that they will show continued confidence in our future prospects by remaining as long term investors.

The unaudited results for the half year ended 30 September 1990 are shown below. They are as expected and are consistent with the profit forecast for the full year set out in the prospectus for the Regional Electricity Companies share offers. The reported first half results reflect the seasonality of the business. Sales of electricity are obviously affected by weather conditions and the majority of our sales, and profits, occur during the winter months in the second half of the financial year.

The Directors are confident that the Company is on target to achieve its forecast of a pre-tax profit on ordinary activities, on an historical cost basis, of at

least £91.9m (£79.0m pro forma) and, on a current cost basis, of at least £47.5m (£36.7m pro forma) for the financial year ending 31 March 1991.

Since Midlands Electricity transferred into the private sector part way through the current financial year, the Directors will not be recommending an interim dividend but instead expect to recommend a single dividend in respect of the year of 10.5p net per ordinary share, payable in October 1991, as forecast in the prospectus.

Midlands Electricity approaches the future with confidence and enthusiasm. The Directors will seek strategically sensible opportunities to expand the business and the recently announced link with H. Leverton to develop jointly the UK market for packaged combined heat and power plants is a modest but representative step in that direction.

The Board and Management team represents a strong blend of public and private sector experience which is supported by a well-trained workforce. The Directors believe that there are good prospects for the profitable development of the Company's business.

RESULTS FOR THE HALF YEAR ENDED 30 SEPTEMBER 1990

	Historical Cost (unaudited)	Current Cost (unaudited)
TURNOVER	£m	£m
Operating Profit/(Loss)	564.6	564.6
Dividend receivable from The National Grid Holding plc	14.9	(8.5)
Net interest payable	4.3	4.3
PROFIT/(LOSS) ON ORDINARY ACTIVITIES BEFORE TAXATION	(0.9)	(0.9)
Taxation (Note 3)	18.3	(5.1)
PROFIT/(LOSS) ON ORDINARY ACTIVITIES AFTER TAXATION	(4.0)	(4.0)
Extraordinary items (Note 4)	14.3	(9.1)
PROFIT/(LOSS) ATTRIBUTABLE TO SHAREHOLDERS	(4.4)	(4.4)
	9.9	(13.5)

NOTES TO THE RESULTS FOR THE HALF YEAR ENDED 30 SEPTEMBER 1990

1. BASIS OF PREPARATION

The unaudited interim accounts for the half year ended 30 September 1990 for Midlands Electricity plc have been prepared on the basis of the accounting policies adopted for the year ended 31 March 1990, together with the additional accounting policies set out in the prospectus dated 21 November 1990 containing Listing Particulars of Midlands Electricity plc.

Results for the half year ended 30 September 1989 have not been presented. The Directors believe that comparison with this prior period would not be meaningful in view of changes during the current year in the commercial and contractual environment of the Company and in its capital structure and regulatory system.

The financial information contained in this interim statement does not amount to statutory accounts within the meaning of Section 240 of the Companies Act 1985.

2. PRO FORMA EARNINGS

The pro forma earnings attributable to shareholders set out below have been calculated on the basis that the new capital structure for Midlands Electricity plc established on 22 October 1990 had in fact been in place since 1 April 1990.

	Historical Cost	Current Cost
Pro forma profit/(loss) on ordinary activities after taxation	£7.7m	(£13.0m)
Pro forma earnings/(loss) per ordinary share	3.7p	(8.2p)

Pro forma earnings per ordinary share has been calculated by dividing pro forma profit (loss) after taxation by 209,423,000 ordinary shares as if they had been in issue since 1 April 1990.

Pro forma profit (loss) attributable to shareholders has been calculated by increasing interest charges by £8.3m, by substituting a pro forma taxation charge of £2.3m and, for

the current cost accounts only, by reducing the loss by a gearing adjustment of £2.7m. Actual earnings per ordinary share have not been presented: the number of shares in issue during the half year ended 30 September 1990 and the actual profits for that period are not considered to be representative of the company's position following implementation of the new capital structure.

3. TAXATION

Taxation for the half year ended 30 September 1990 has been provided on the basis of the estimated effective tax rate, with the exception of taxation in respect of the dividend receivable from The National Grid Holding plc: this is included in the taxation charge at a rate of 25% of the aggregate of the interim dividend receivable and the tax credit attaching thereto.

4. EXTRAORDINARY ITEMS

Extraordinary items comprise privatisation and restructuring costs in the half year ended 30 September 1990.



Midlands Electricity plc

For a copy of the Interim Results or Shareholder enquiries ring 021 423 2999, Midlands Electricity plc, Mucklow Hill, Halesowen, West Midlands, B62 8BP

مكازم التحصيل

COMMODITIES AND AGRICULTURE

London Metal Exchange aims for further growth

By Kenneth Gooding, Mining Correspondent

AFTER RECORDING a 32 per cent increase in turnover last year, the London Metal Exchange announced yesterday that it had designed to ensure further growth. The terms of the LME's copper, aluminium and zinc contracts are to be widened to allow deals to be struck for up to 27 months ahead and the exchange will increase the range of currencies in which contracts can be traded to include Deutsche Marks and Japanese yen.

The LME already dominates world metal markets in base metals and these changes should enable it to increase its share of business currently conducted off the exchange.

At present LME contracts stretch out to a maximum of 15 months. Mr Martin Abbott, the exchange's director of trading, said that much of the metal producers' risk beyond 15 months is currently being borne by brokers and that the changes would enable them to lay off that risk.

By bedding on the LME, brokers would have the comfort of operating under the clearing and guarantee system of the International Commodities Clearing House.

Judged by its turnover, the LME had a very successful year in 1990. Total futures and options turnover rose by 32 per cent from the 1989 level to 13.5bn from 10.0bn. (A lot is the minimum amount of a commodity in which one can deal.)

However, the exchange estimates that in money terms its

Turnover increases (per cent)

contract	futures	options
copper	27.93	282.78
aluminium	38.42	138.93
lead	7.77	102.16
nickel	5.86	980.77
tin	18.94	634.49
all contracts	28.57	181.04

turnover fell by nearly 10 per cent, from \$655bn to \$600bn, mainly reflecting lower metal prices in 1990 compared with the previous year.

Also the number of ring dealing members fell sharply last year - by four to 16 - amid complaints that costs were too high and commissions too low. Two of the trading houses had been dropped from the ring last year so in special circumstances Drexel Burnham Lambert because its US parent went bankrupt, and Anglo Chemical Metals because its US parent, Salomon, was winding down the international trading operations of its Phillips Brothers subsidiary.

Entores, ultimately owned by the Metal group of France, and Lazmet, part of Trans-World Metals, also stopped trading.

Mr John Wolff, chairman of the LME, suggested this was all part of a "fewer but stronger" trend noticeable in many industrial sectors and which had been going on for several years. "It is much better to have 16 strong members than

25 if some of the 25 are shaky."

Mr Abbott insisted that there were enough counterparties around the ring to ensure lively trading and enough business to support those members.

The LME also announced yesterday that MetChin, part of the Hoffberg copper refining group, had been accepted as a new ring dealing member.

The exchange said that from June 1 contracts for copper, aluminium and zinc, the three most heavily-traded metals, would be traded up to 27 months forward instead of the current 15 months. Those for nickel, lead and tin remained unchanged. Options trading also remained linked with the 15-month period for all metals.

Some members had been pressing for aluminium and copper contracts to be traded up to 39 months forward and for the other metals to go out to 27 months but the exchange is obviously taking one step at a time into the unknown. If there is enough liquidity, further changes would probably be considered.

Also from June 1 cleared contracts can be denominated in Deutsch Marks and Japanese yen as well as in the currencies currently used: the US dollar and the pound sterling. The dollar and the pound will continue to be the only currencies quoted in ring dealing sessions. It is from these sessions that the LME's official prices - used as reference points for the vast majority of metals contracts signed around the world - are derived.

Colombian coffee exports at record level

By Sarita Kendall in Bogota

COLOMBIA'S 1990 coffee exports reached a record figure of 13.9m bags (60 kg each), more than offsetting the drop in world prices caused by the suspension of the International Coffee Agreement's export quota system. Forecasts for 1991, based on a 1990-1991 production figure of 14m bags, suggests that the country, the second biggest coffee grower after Brazil, will be able to keep exports over 13m bags and maintain earnings close to the traditional level of \$1.4bn to \$1.5bn a year.

However, Colombia reduced its stock by over 1m bags during 1990, finishing the year with about 6.5m bags.

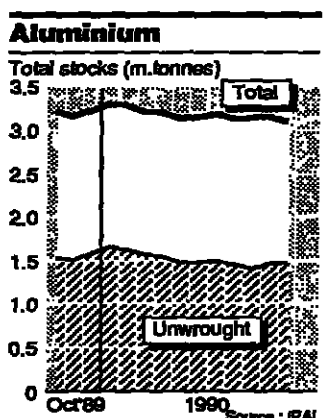
The first few months of the 1990-91 coffee harvest have been encouraging, but with a domestic consumption averaging about 1.5m bags, exporters will have to continue drawing on coffee stocks to maintain such a high volume of foreign sales.

Thanks to the financial strength of the National Coffee Fund the real price paid to farmers has remained steady. But the fund - built up in more prosperous times - has lost nearly \$200m in the last year.

The coffee authorities are concerned that the growers' price should keep up with inflation so that the use of fertiliser and other inputs is not affected. At the same, the government's anti-inflation drive is aiming to keep as much money out of circulation as possible.

Provided that coffee remains profitable and there are no climatic disasters, production is expected to rise to about 16m bags in two years. Recent improvements to plantations, the introduction of new resistant varieties and denser planting will contribute to higher yields. Although costs are relatively high compared with other countries the premium paid for quality Colombian coffee has compensated for this, says Mr Roberto Jaramila of the Association of Private Exporters, allowing the country to weather the quota-free period very successfully.

Coffee now contributes less than a third of Colombia's export income, and the 1990 earnings figure of \$1.41bn was only slightly up on 1989, a relatively poor year. The Coffee Growers' Federation's aggressive marketing policies have been helped by export opportunities in eastern Europe, as well as Brazil's poor harvest. But the outlook for 1991 is clouded by the impact of higher oil prices and signs of recession in consuming countries, the federation warns.



Source: IFAI

Aluminium stocks near 2-year low in November

By Kenneth Gooding

ALUMINIUM STOCKS fell to their lowest level for nearly two years in November, according to the International Primary Aluminium Institute.

The figures seem to confirm that the huge rise in London Metal Exchange stocks in November when they rose by 142,000 tonnes, the highest increase ever recorded, was mainly caused by a technical squeeze which boosted the price of aluminium for immediate delivery and was not because producers were creating a surplus.

The IFAI reported that producer stocks of the metal rose by 1,000 tonnes to 1.43m tonnes. However, other stocks showed a fall of 48,000 tonnes to 1.618m tonnes so that total stocks were down to 3.098m tonnes.

Mr Nick Moore, analyst at Ord Minnett, pointed out that the stocks fall was even more significant because in November

ber IFAI members produced at a record rate of 39,430 tonnes a day, enough to generate 1.818m tonnes of metal. He thought LME stocks might now be eroded from the present 328,975 tonnes, the highest level since the contract was launched in 1978, as consumers re-stocked.

Demand picks up at wool sales

By Kevin Brown in Sydney

THE AUSTRALIAN Wool Corporation, the national marketing organisation, said 72 per cent of wool offered for sale at auctions yesterday. Rising hopes that a two year slump in demand is coming to an end.

The corporation said the auctions confirmed a trend which started on Tuesday at the first auctions of the New Year, when buyers purchased 64 per cent of wool offered in Sydney, and 74 per cent in Adelaide.

The figures mark a strong recovery from the second half of 1990, when the corporation was able to sell an average of only 41 per cent of wool offered for sale.

However, the increased demand had little effect on the average price, which moved up by 1 cent to A\$7.08, 8 cents above the floor price that triggers intervention by the corporation for stockpiling.

Mr Vincent Matthews, a wool corporation official, said

the increased demand was largely caused by the return to the market of buyers of fine apparel wool for the Japanese textile industry.

Mr Matthews said the Japanese had re-entered the market because of a run-down in stocks held in Japan. Buyers also seemed to have accepted assurances from the Australian government that the floor price would not be allowed to fall below A\$7.

The Soviet Union, a major purchaser of Australian wool until last April, has repaid A\$88m in debts relating to wool delivered last year, but has not yet re-entered the market.

A Soviet delegation is expected to visit Australia at the end of next week to open negotiations on terms for a return to the market for wool and other commodities with the aid of a A\$400m credit from the Australian government.

"We expected that the amount of wool we have to buy-in would fall to below 30 per cent in the first week of the New Year, and it is very encouraging that it has turned out that way," said Mr Matthews.

"If we can maintain the buying-in rate below 30 per cent that would be in line with the corporation's business plan, and would allow us to keep within our borrowing limit of A\$2.5bn set by the government."

"Next week's sales will be very significant because they will show whether the improvement can be sustained. But we are very encouraged by this week's sales."

Australian exports of wool were worth A\$5.5bn in 1989-90, but declined to A\$3.8bn last year and are expected to fall to A\$2.7bn this year, according to the Australian Bureau of Agricultural and Resource Economics. The wool corporation has

built up a stock of 4.4m bales of bought-in wool following the slump in demand, which coincided with soaring production. The industry recently imposed quotas and announced plans to shoot up to 30m sheep to help reduce production.

Mr John McEwen, Primary Industries Minister, yesterday called in the Saudi ambassador to Australia to warn that live sheep exports to Saudi Arabia might have to be stopped unless a quarantine and veterinary agreement was reached.

Mr Keith said he had told the ambassador "I do not see how the live sheep trade from Australia can be allowed to continue" in the absence of an agreement.

His action reflects growing concern among ministers over the future of the live sheep trade, which has been repeatedly disrupted over the last two years by the rejection of shipments on health grounds.

California's white Christmas nightmare

The yule-tide freeze may cost growers \$1bn, writes Louise Kehoe

A CALIFORNIAN white Christmas dream turned into a New Year's nightmare for the state's fruit and vegetable growers this holiday season, when record cold temperatures and heavy frosts caused widespread damage to fruit and vegetable crops.

The state's agricultural industries are expected to suffer losses of over \$1bn this year because of the freeze, according to state economists. Of even greater concern is the longer term effect: the chilling effect that this winter weather may have upon growth in the state's \$17.5bn agricultural industry, which is already threatened by a four year drought.

Citrus groves suffered the most damage. Preliminary estimates are that half of the state's \$700m citrus crop may have been destroyed by the frigid temperatures, according to the California Department of Food and Agriculture.

Although about 30 per cent of the \$248m navel orange crop was harvested before the freeze, virtually all of the fruit remaining on the trees was damaged and much of it destroyed, wiping out the US's primary domestic supply of fresh oranges. California's navel orange crop is sold mainly as fresh fruit. Only a small portion can be salvaged by processing because the juice is bitter and there are only a limited number of processing facilities in California. The bulk of US juice oranges are grown in Florida.

An estimated 25 per cent of the state's \$190m lemon crop has also been destroyed. Lemons are particularly susceptible to frost because they contain less sugar, which acts as a natural-freeze in most fruits. Tangerines were also damaged but most of the state's grapefruit appears to have been spared, according to the California Farm Bureau Federation.

About 20 per cent of the state's avocados also have been damaged, according to initial reports. However, the California Avocado Commission

said the total crop, valued at \$200m last year, has grown and shortages are unlikely.

The freeze has not, however, affected some of California's biggest agricultural industries: fruits, which are unaffected by cold winter temperatures.

Indeed, the record low temperatures will help to eradicate insects that attack these crops, according to state officials.

The immediate impact of the freeze has been a dramatic rise in fruit and vegetable prices. Oranges that sold for less than 60 cents a lb in Californian grocery stores before the freeze have doubled in price. Green vegetables have become scarce and very expensive. Broccoli, for example, has jumped from around 70 cents a bunch to \$1.20.

Growers who have already written off their current crops are, however, anxiously monitoring the health of frost-bitten fruit trees. A major focus of concern is the 1991 valencia orange crop. Although this fruit will not be picked until

next March, growers are worried about the effect of cold on developing fruit and fruit wood. The \$190 million harvest is jeopardised by the freeze which has frozen many of the tender tips of the branches where the fruit grows.

While the freeze represents one of the worst setbacks in the history of the Californian agricultural industry, it may be only a prelude of still harder times to come for the state's growers.

With the prospect of a fifth successive year of drought, Californian farmers are under increasing pressure to cut back on their use of water for irrigation, which currently accounts for 80 per cent of the state's water consumption.

The combined effects of a severe winter and the drought could force significant changes in California's agriculture industry, accelerating the trend toward more intensive management of higher-value fruit and vegetable crops, industry experts predict.

Brazil adopts 'wait and see' sugar export policy

By Victoria Griffith in Sao Paulo

NO FURTHER Brazilian sugar exports are likely to be authorised until next month at the earliest, Mr Pedro Roberto of the Secretariat for Regional Development said yesterday. Earlier this week he predicted that this year's total sugar exports would be 790,000 tonnes, although initial authorisation has been given for 300,000 tonnes.

Mr Roberto explained yesterday that there were two stages

to the authorisation of sugar exports. "First, initial authorisation is granted for export. Then, authorisation is given for the actual departure of the sugar from Brazil. Authorisation will not be granted at the second stage unless internal demand is satisfied."

"Authorised shipments will depend on market conditions here," Mr Roberto continued. "It is possible that recession will reduce demand for alcohol

further, thereby freeing sugar for exports." Many Brazilian cars run on alcohol derived from sugar.

Brazilian sugar traders believe that sugar exports could be as high as 1.3m tonnes this year and Mr Luis Bertelli, director of the Association of Sugar and Alcohol Industries, estimates exports of 1.1m tonnes.

In London, the Brazilian ambassador, Mr Paulo Tarso

Flecha de Lima, said Brazil would not be pulling out of the International Cocoa Organisation, as was suggested by an official at the Ministry of the Economy in Brasilia earlier this week. The ICCO has been moribund since 1989, when its price stabilising buffer stock buying system was suspended. Brazil, in common with other producers, had not been paying over ICCO export duties for the three preceding years.

March launch for arabica coffee futures

By David Blackwell

AN ARABICA coffee contract is to be launched on screen by the London Futures and Options Exchange (Fox) on March 1.

At the same time, the exchange will switch trading in its existing robusta contract from sterling to dollars. New York and New Orleans will be included as tender ports for the dollar robusta contract.

The exchange has been planning an arabica coffee contract for some time. Consumption trends are increasingly favouring arabica at the expense of robusta coffee.

New York has a thriving open outcry arabica coffee contract. One trader said yesterday that the switch to dollar trading in London robustas would make it much easier to trade the spread between arabica and robustas.

Today sees the start of raw sugar trading on Fox screens.

MARKET REPORT

THE THREAT of a Gulf war pushed the gold price higher in nervous trading yesterday as dealers covered short positions following Wednesday's decline. "No one wants to be short of gold over the weekend in case the situation in the Gulf deteriorates," one dealer explained. Platinum and silver prices rose in sympathy with gold, although war would probably be "one dealer commented. "February should go higher but we are in resistance areas, it's probably a matter of buying February and selling April, but it's fairly choppy."

sharp gains was talk that the Soviet Union had secured vessels to lift oil from the US after the recent granting of farm export credits. The February position, which had risen by 50 points on Tuesday and fallen 35 points on Wednesday, finished up the day 50-point at 1,480. "As far as the Soviets are concerned, it's still only just talk, nothing is confirmed," one dealer commented. "February should go higher but we are in resistance areas, it's probably a matter of buying February and selling April, but it's fairly choppy."

Compiled from Reuters

London Markets

SPOT MARKETS
Crude oil (per barrel FOB) + 0.1
Dubai \$22.35-22.50 +3.77
Brent Blend (dated) \$22.55-22.70 +3.57
Brent Blend (February) \$22.40-22.50 +3.31
W.T.I. (2m est) \$22.30-22.50 +3.75

Oil products
(NEM prompt delivery per tonne CIF) + 0.1
Premium Gasoline \$28.20-28.50 +30.5
Heavy Fuel Oil \$28.50-29.00 +33
Naphtha \$29.00-29.50 +33.5
Petroleum Argus Estimates

Other
Gold (per troy oz) \$390.25 +4.15
Silver (per troy oz) \$14.50 +1.75
Platinum (per troy oz) \$414.27 +1.75
Palladium (per troy oz) \$371.16 +0.40

Aluminium (three month) 118.50 -0.5
Copper (US Producer) 50c -6
Nickel (free market) 40c -6
Tin (Kuala Lumpur market) 15.70 -0.08
Tin (New York) 26c -1
Zinc (US Prime Western) 70c -1

Cattle (live weight) 100.84p +1.22
Sheep (head weight) 72.20p +1.11
Pigs (live weight) 72.20p +1.11

London daily sugar (raw) \$22.02 -1.0
London daily sugar (white) \$22.52 -0.7
Tate and Lyle export price \$22.5 -1.0

Barley (English feed) 120.00 -1.0
Maize (US No. 3 yellow) \$14.45 +1.5
Wheat (US Dark Northern) \$17.0

Rubber (SMR) 90.75p -0.25
Rubber (RSS No. 1) 238.50p -1.0

Coconut oil (Philippines) 365.00p
Palm Oil (Malaysia) 350.00p
Cocoa (Philippines) \$245.00p
Soyabean (US) \$137.5
Cotton "A" index 82.00c -0.15
Woolfibre (New Super) 414c

£ a tonne unless otherwise stated. p=pence/kg. c=cent. r=ringgit. \$=New Dec. 1-Feb. v=Jan. w=Feb-Mar. 2-Jan-Feb. 3-Mar. 4-Apr. Most Commission average fastest prices. * change from a week ago. London physical market. ©CFR Rotterdam.

WORLD COMMODITIES PRICES

COCOA - London FOX (C/tonne)
Close Previous High/Low
Mar 951 947 953 947
Jul 993 979 993 950
Jul 724 708 723 716
Dec 738 738 731 738
Dec 738 738 731 738
Mar 805 795 805 795

Turnover: 8034 (4543) lots of 10 tonnes
ICCO indicator prices (5000 lbs per tonne). Daily average for Jan 9 865.25 (865.92) 10 day average for Jan 10 872.85 (874.85)

COFFEE - London FOX (C/tonne)
Close Previous High/Low
Jan 805 598 805 597
Mar 596 596 596 597
May 590 588 592 585
Jul 604 605 605 600
Sep 616 617 620 614
Nov 629 634 635 632
Mar 644 649 650 644

Turnover: 1571 (2789) lots of 5 tonnes
ICO indicator prices (US cents per pound) for Jan & Comp. daily 71.40 (71.54) 15 day average 71.05 (72.95)

PEANUTS - London FOX (C/tonne)
Close Previous High/Low
Apr 126.6 126.3 126.0 126.0
May 146.0 146.5 147.1 144.5

Turnover: 191 (78) lots of 40 tonnes
Turnover: 205 (25) lots of 20 tonnes

SOYABEANS - London FOX (C/tonne)
Close Previous High/Low
Feb 113.0 113.0 113.0
Mar 116.0 114.0 116.0
Apr 116.0 114.0 116.0
May 116.0 114.0 116.0
Jun 116.0 114.0 116.0

Turnover: 1852 (1852) lots of 5 tonnes
Pasta: White (FF per tonne): Mar 1822, May 1820, Aug 1820, Oct 1820

CRUDE OIL - IPE (S/barrel)
Close Previous High/Low
Feb 28.40 28.15 27.00 28.00
Mar 28.75 28.68 28.30 28.40
Apr 28.88 28.82 28.50 28.80
May 28.51 28.40 28.30 28.20
Jun 28.51 28.41 28.41 28.51

Turnover 6125 (11625)
CRUDE OIL - S&P (S/barrel)
Close Previous High/Low
Jan 288.00 287.75 277.50 284.50
Feb 291.00 290.75 280.50 284.50
Mar 291.00 290.75 280.50 284.50
Apr 291.00 290.75 280.50 284.50
May 291.00 290.75 280.50 284.50
Jun 291.00 290.75 280.50 284.50

Turnover 18573 (15233) lots of 100 tonnes
FRUIT & VEGETABLES
Juicy red and white varieties of grapefruit are this week's best buy. Oranges at 5-25p (5-25p) are bursting with vitamin C. Bananas at 40-50p a lb (40-50p). White and red cabbage varieties at 30-30p a lb (30-30p). A lb. cauliflower at 45-50p each (45-50p) are still superb value. Chinese leaves at 15p 1/2 (15p 1/2) remain a great salad buy along with spring onions at 25p-30p a bunch (25-30p).

GRAINS - London FOX (C/tonne)
Close Previous High/Low
Jan 118.00 118.00 118.00
Feb 121.00 121.00 121.00 121.00
Mar 121.00 121.00 121.00 121.00
Apr 121.00 121.00 121.00 121.00
May 121.00 121.00 121.00 121.00
Jun 121.00 121.00 121.00 121.00

Turnover: Wheat 287 (149), Barley 53 (50).
Turnover lots of 100 tonnes.

WHEAT - London FOX (Cash Settlement) price
Close Previous High/Low
Jan 93.5 94.0 94.5 94.0
Feb 94.0 94.5 94.0 94.0
Mar 94.0 94.5 94.0 94.0
Apr 94.0 94.5 94.0 94.0
May 94.0 94.5 94.0 94.0
Jun 94.0 94.5 94.0 94.0

Turnover: 29 (29) lots of 3,250 kg.

WORLD COMMODITIES PRICES

LONDON METAL EXCHANGE (Prices supplied by Amalgamated Metal Trading)
Close Previous High/Low AM Official
Aluminium, 99.7% purity (3 per tonne) 1525-7 1542-5 1535/1533 1584-5
3 months 1525-7 1542-5 1535/1533 1584-5
Copper, Grade A (3 per tonne) 1517-8 1517-8 1517-8 1517-8
3 months 1517-8 1517-8 1517-8 1517-8
Lead (3 per tonne) 1517-8 1517-8 1517-8 1517-8
3 months 1517-8 1517-8 1517-8 1517-8
Zinc (3 per tonne) 1517-8 1517-8 1517-8 1517-8
3 months 1517-8 1517-8 1517-8 1517-8

NEW YORK
Close Previous High/Low
Gold 1000 troy oz. \$350.00
Silver 1000 troy oz. \$16.00
Platinum 1000 troy oz. \$1000.00
Palladium 1000 troy oz. \$1000.00

CRUDE OIL - IPE (S/barrel)
Close Previous High/Low
Feb 28.40 28.15 27.00 28.00
Mar 28.75 28.68 28.30 28.40
Apr 28.88 28.82 28.50 28.80
May 28.51 28.40 28.30 28.20
Jun 28.51 28.41 28.41 28.51

Turnover 6125 (11625)
CRUDE OIL - S&P (S/barrel)
Close Previous High/Low
Jan 288.00 287.75 277.50 284.50
Feb 291.00 290.75 280.50 284.50
Mar 291.00 290.75 280.50 284.50
Apr 291.00 290.75 280.50 284.50
May 291.00 290.75 280.50 284.50
Jun 291.00 290.75 280.50 284.50

Turnover 18573 (15233) lots of 100 tonnes
FRUIT & VEGETABLES
Juicy red and white varieties of grapefruit are this week's best buy. Oranges at 5-25p (5-25p) are bursting with vitamin C. Bananas at 40-50p a lb (40-50p). White and red cabbage varieties at 30-30p a lb (30-30p). A lb. cauliflower at 45-50p each (45-50p) are still superb value. Chinese leaves at 15p 1/2 (15p 1/2) remain a great salad buy along with spring onions at 25p-30p a bunch (25-30p).

GRAINS - London FOX (C/tonne)
Close Previous High/Low
Jan 118.00 118.00 118.00
Feb 121.00 121.00 121.00 121.00
Mar 121.00 12

LONDON STOCK EXCHANGE

Share prices give back "peace" gains

THE EXPECTED reversal in London share prices prompted by the collapse of the Gulf crisis talks in Geneva proved less dramatic than feared yesterday.

The UK market was heartened by the calm reception in the Tokyo stock market for the news, announced after London closed on Wednesday, that the Gulf talks had brought no agreement between Mr James Baker, US secretary of state, and Mr Tariq Aziz, the Iraqi foreign minister. The collapse of the Geneva talks leaves London investors to focus on prospects for Saturday's visit to Baghdad by Sr Perez de Cuellar, the UN secretary general.

The stock market opened about 20 FTSE points off but lost no further ground during the session. At the end of the day, traders commented that

Account Dealing Dates

First Dealing	Jan 14	Jan 28
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24
Options	Jan 10	Jan 24

the FTSE 2100 area had again proved a support level and that selling pressure had been light. Equities were sustained to some degree by the relatively stable performance by both crude oil and Brent North Sea crude oil prices.

Most of the share losses represented little more than corrections of gains achieved in the previous session, when the stock market took a mistaken optimistic view of progress at the meeting in Geneva.

Upset also by a new batch of corporate profit downgrades for leading companies by brokerage analysts, the market quickly dipped by more than 25 points to 2,103.6 yesterday morning. Selling orders were relatively few, however. "Perhaps three quarters of the fall consisted of share price mark-downs by marketmakers," observed one seasoned trader.

At this level, within sight of the Footsie 2,100 mark which had formerly been identified as a buying level for the big investment funds, the market held its breath; the funds duly made their appearance although not on any great scale.

The market rallied and moved narrowly for the rest of the day, with London sensing that Wall Street would be in

better heart in the new session. In the event, the Dow moved uncertainly before showing a gain of 10.15 as the UK market closed. The final reading left the FTSE Index at 2,108.7, a net loss of 20.2 points on the session.

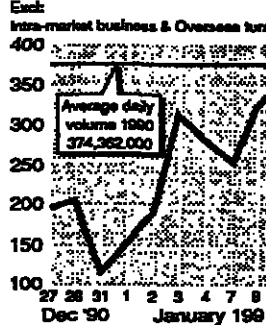
Sea volume totalled 375m shares, compared with 405.9m on the previous day. Across the broad range of equities, turnover was unexciting, with BP recording only 2.6m shares and British Gas a mere 2.8m despite the focus on energy stocks which has been generated by the Gulf crisis.

The profits downgrades from brokers, although involving such stocks as ICI, Smiths Industries, Ladbroke and Pearson, owner of the Financial Times, confirmed rather than altered the investment view of the corporate outlook.

● Daily retail business in equities has fallen away since the Gulf crisis and, despite some recovery since Christmas, remains well below daily average totals for 1990.

London SE volume

Turnover by volume (million)



FINANCIAL TIMES STOCK INDICES

	Jan 10	Jan 9	Jan 8	Jan 7	Jan 6	Year Ago	1990/91	Low	Since Completion	Low
Government Secs	85.31	85.30	85.12	85.08	85.06	85.04	84.20	74.13	227.4	48.18
Fixed Interest	91.09	91.05	90.87	90.83	90.81	90.76	90.21	82.01	105.4	50.53
Ordinary Share	1980.3	1988.5	1988.9	1947.8	1948.8	1940.5	1985.3	1510.4	2008.6	40.4
Gold Mines	172.2	170.2	174.9	167.8	157.8	157.8	173.5	138.2	734.7	43.5
FT-SE 100 Share	2108.7	2128.9	2088.9	2113.3	2125.1	2117.9	2483.7	1980.2	2463.7	88.9
FT-SE Euroshare 100	928.73	941.77	918.79	925.48	947.24		1003.35	816.79	1003.35	816.79
Ord. Div. Yield	5.81	5.78	5.85	5.81	5.79	4.70	10.22	4.42	10.22	4.42
Earning Yield (full)	12.11	11.96	12.19	12.11	12.03	10.22	17.03	10.22	17.03	10.22
P/E Ratio (full)	9.86	10.08	9.82	9.88	10.04	11.29	11.29	10.04	11.29	10.04
SEAC Share 4.50m	31.641	30.028	30.082	31.084	31.254	32.618	32.618	31.084	32.618	31.084
Equity Turnover (m)	30,782	31,300	32,748	32,074	32,850		32,850	30,782	32,850	30,782
Shares Traded (m)	357.4	325.1	295.3	284.8	502.1		502.1	357.4	502.1	357.4

Gilt Edged Bargains										GILT EDGED ACTIVITY									
Equity Bargainers										Indices*									
Equity Traders (m)										Jan 10 Jan 5									
Ordinary Share Index, Hourly changes										Day's High 1554.9									
Open 10 am 11 am 12 pm 1 pm 2 pm 3 pm 4 pm 5 pm										Day's Low 1543.3									
1051.6 1051.6 1051.6 1051.6 1051.6 1051.6 1051.6 1051.6										Gilt Edged Bargains 99.3 102.3									
FT-SE 100, Hourly changes										5-Day average 94.1 85.8									
Open 10 am 11 am 12 pm 1 pm 2 pm 3 pm 4 pm 5 pm										*SE Activity 1974.									
1051.6 1051.6 1051.6 1051.6 1051.6 1051.6 1051.6 1051.6										Including intra-market business - Overseas turnover.									
FT-SE 100, Hourly changes										London report and latest Share Index									
Open 10 am 11 am 12 pm 1 pm 2 pm 3 pm 4 pm 5 pm										Tel. 0898 123001									
1051.6 1051.6 1051.6 1051.6 1051.6 1051.6 1051.6 1051.6																			

INDUSTRIALS (Miscel.)—Contd.

1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2998	2999	3000
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

[illegible][illegible][illegible][illegible][illegible]

- LEISURE		- LEISURE			
31	13.9	172	102stamton 10p...	170	6.28
30	13.9	173	60Alfred Hall, 5p...	74	3.1
29	13.9	294	198Angela TV...	231	6.0
28	13.9	100	100	100	100
27	13.9	100	100	100	100
26	13.9	100	100	100	100
25	13.9	100	100	100	100
24	13.9	100	100	100	100
23	13.9	100	100	100	100
22	13.9	100	100	100	100
21	13.9	100	100	100	100
20	13.9	100	100	100	100
19	13.9	100	100	100	100
18	13.9	100	100	100	100
17	13.9	100	100	100	100
16	13.9	100	100	100	100
15	13.9	100	100	100	100
14	13.9	100	100	100	100
13	13.9	100	100	100	100
12	13.9	100	100	100	100
11	13.9	100	100	100	100
10	13.9	100	100	100	100
9	13.9	100	100	100	100
8	13.9	100	100	100	100
7	13.9	100	100	100	100
6	13.9	100	100	100	100
5	13.9	100	100	100	100
4	13.9	100	100	100	100
3	13.9	100	100	100	100
2	13.9	100	100	100	100
1	13.9	100	100	100	100

[illegible][illegible][illegible][illegible]

451

R

PARIS
BRUSSELS
BUDAPEST
COFFENTH
WARHIN

Imme
furnish
Secr
Confer
P

Tel L
R
t

93
50
34
28
60
56
82
203
13
9
99
42
35
47
33

● Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 071-925-2128.

MINES - Contd

Stock	Price
Asarco Mining N.L.	4 1/2
Alta Gold 25c	19 1/2
Minlon Mining	31 1/2
Al Resources	11 1/2
Agona Mining	2 1/2
Super Resources	57 1/2
Super Mines	28 1/2
Superior 20c	21 1/2

[illegible]

Miscellaneous	
Congress Mining 90 .. Y	65
Canadian Resources .. Y	7
Anglo-Dominion .. Y	1
Anglo-Exploration .. Y	1
Gold Mining 10p .. Y	12
Petroleum Gold .. Y	17
Colby Mines .. Y	14
Sons March 10c .. Y	2
.. Inc.	2
Dana Exploration .. Y	21
Hughes Exp. 150p .. Y	21
O. Warrants .. Y	2
Kennecott Int. 175p .. Y	2
Carson Minerals .. Y	2
Petroleum Min 120c .. Y	2
.. Nevada .. Y	2
.. Clearwater Exploration .. Y	2
.. Hemlock Gold Mines .. Y	2
Greenwich Res 50 .. R	25
Consolidated Mining 51 .. R	19
.. Virginia West .. Y	1
.. Arizona Mtns. 150p .. Y	1
.. Kennamur .. Y	1
.. American Resources .. Y	1
.. Arthur Salsburg Res CSl .. Y	1
.. Northgate Expt. CS1 .. Y	1
.. Hays-Ores Res .. Y	3

Plasma Mining 20p....	Y	4
RTZ 10p.....	ca	42
Tharco Res. Inc. 1/2 ..		6

NOTES

range dealing classifications
names: a Alpha, b Beta, v
lowers are losses
rate prices and net divi
are 25p. Estimated p
based on latest annual report
is updated on half-yearly fig
distribution basis, earnings per
for taxation and unrelieved
figures indicate per share
of 100% distribution.
"b" distribution; this compar
taxation, excluding excess
estimated extent of offsettab
div declared distribution to
Net Asset Values. Annual
per cent per share, along with
percentage price to the curren
basis assumes prior changes
and warrants exercised if it

Issues for cash

[illegible]

Rose E.L. y/ 700|..... .|

[illegible]

Met. 51
an 17
27

16
35
70
32
17
24
11
19
21
26
44
16

service is available to companies in the United Kingdom for security shown, subject to

1-800-288-9111

UK toll-free number 0800 289 13

● Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128.

UK toll-free number: 0800 289 137

Continued on next page

هكذا من الأهل

هكذا من الأهل

● Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128.

UK toll-free number: 0800 289 137

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3pm prices January 10

[illegible]

NYSE COMPOSITE PRICES

[illegible]**NASDAQ NATIONAL MARKET**[illegible]

AMEX COMPOSITE PRICES

[illegible]

TRANSFORMATION IN EASTERN EUROPE

The FT proposes to publish this survey on
February 4 1991.
It will be of particular interest to the 54% of
the Chief Executives in European leading
companies who are regular FT readers. If you
want to reach this important audience, call
Henry Krzymuski on 071 873 3699 or fax 071
872 2720.

FT SURVEYS

**Hand-Delivery
now
available in
MOSCOW
WARSAW
BUDAPEST**

**For subscription details
or more information
contact
Andrew Taylor
in Frankfurt**

**Phone 49 - 69 - 7596118
Fax 49 - 69 - 722677**

FINANCIAL TIMES
(EUROPE'S BUSINESS NEWSPAPER)

AMERICA

Dow claws back a fraction of January's losses

Wall Street

EQUITIES moved broadly higher yesterday morning in fairly lethargic trading following the tumultuous session on Wednesday, writes Karen Zogor in New York.

At 2pm, the Dow Jones Industrial Average was 20.79 higher at 2,831.09. But the improvement made only a small dent in the 163.61 point decline registered by the Dow in the first six sessions of this year, including Wednesday's loss of 39.11 to 2,870.30.

The overall sentiment was moderately positive, with

advance issues leading those declining on the big board by a ratio of eight to five. Stock prices were helped yesterday by oil prices, which registered only modest gains in spite of the failure of the peace talks in Geneva on Wednesday. At mid-session, the February crude oil contract was up 62 cents at \$27.88-a-barrel on the New York Mercantile Exchange.

Pan Am was the most active issue of the morning on the New York Stock Exchange, adding \$4 to \$46. Among other airline issues, American Airlines rose \$2 to \$46. Delta Airlines improved \$3 to \$50 and UAL, parent of United Airlines, rose \$2 to \$114.

Ford Motors added \$4 to \$26 in very heavy morning trading. There had been widespread speculation that the company's board would

announce a dividend cut at yesterday's annual meeting. Although the board decided not to change the dividend at present, it might cut it if the US economy remained weak. Trading was also active in General Motors, which rose \$1 to \$32. Chrysler gained \$1 to \$12 in fairly light trading.

The Limited firm added \$1 to \$19 after the company said its sales for the month ended January 5 rose 13 per cent. Same store sales grew 4 per cent.

General Dynamics increased \$1 to \$214 and McDonnell Douglas was unchanged at \$27. Stock prices for both companies lost ground earlier this week after the Pentagon cancelled its A-12 stealth bomber programme.

Blue chip issues moved higher in morning trading. AT&T up \$1 to \$29.5, Philip Morris \$1 higher at \$48 and IBM up \$1 to \$107. Even the secondary market was strong, with the NASDAQ composite adding 3.12 to 360.57 at mid-session.

Shares in Apple Computer continued to benefit from a positive report by Salomon Brothers. The issue, which rose \$2 on Wednesday, added another \$1 to \$47.

Other technology-related issues also posted gains in the morning. Intel rose \$2 to \$38.4, Microsoft climbed \$2 to \$76 and Sun Microsystems added \$1 to \$22.

Canada

TORONTO stocks edged higher in dull trading as investors hunted for bargains after six straight sessions of losses. The composite index gained 5.6 to 3,175.2. Advances led declines by 84 to 78 on volume of 3.27m shares.

A block trade of 90,000 shares pushed Carleton Development up \$3 to \$81. Among active shares, CHUM Ltd was flat at \$19.4, Maclean Hunter was unchanged at \$39, and Alcan gained \$1 to \$22.2. Laidlaw, which reported higher first quarter net and increased its dividend on Wednesday, firmed \$1 to \$20.

ASIA PACIFIC

Nikkei recoups early loss and ends higher

Tokyo

JAPANESE stocks rose yesterday, to the surprise of many traders who had braced themselves for a fall following the breakdown of the US-Iraq talks and the resulting slide on Wall Street. The Nikkei average declined in the morning, but more than retrieved the loss in the afternoon, writes Emiko Terazono in Tokyo.

The index closed up 78.09 at 23,047.36 after a high for the day of 23,184.75. It had fallen to a low of 23,171.91 straight after the opening on disappointment over the lack of progress at the Geneva talks.

The Nikkei regained its strength on options-related buying as January options contracts expired yesterday. A decline in bond yields also helped the market. The yield on the 10-year 115 benchmark fell 0.075 of a percentage point to 6.89 per cent.

Volume remained thin and was unchanged at 259m shares. Declines outnumbered gains by 508 to 421, with 153 issues unaltered. The Topix index of all first section stocks moved up 7.98 to 1,679.08, but in London

the ISE/Nikkei 50 index receded 7.07 to 1,308.14.

Chiyoda, a leading plant engineer with projects in the Middle East, advanced ¥190 to ¥1,810. Arabian Oil gained ¥110 to ¥7,000 in spite of the fact that Kuwait and Saudi Arabia are major shareholders. The company announced yesterday that it would repatriate some Japanese workers from its production site in Saudi Arabia.

Toshiba firmed ¥9 to ¥709 on reports that it had been selected by Nippon Telegraph and Telephone to co-develop an automated teller machine.

Honshu Paper, a speculative favourite last year, was the most active stock of the day and fell by its daily limit of ¥20 to ¥1,350.

Narrow issues were firm on the higher gold price in New York. Sumitomo Metal Mining gained ¥6 to ¥1,170.

Citih rose ¥17 to ¥710. The company is to invest \$100m in the reconstruction of an oil plant in the Soviet Union.

High-technology issues firmed as concern over margin positions taken last summer receded. Sony put on ¥90 to ¥6,040 and TORI ¥180 to ¥4,260.

Latin Americans produce the year's best and worst

The effect of austerity measures sent Venezuela and Brazil in opposite directions, says Jacqueline Moore

THERE WERE winners among the world's stock markets last year, in spite of the draining effect of the Gulf crisis, and most of them were Latin American.

The region produced four of the top five emerging markets in dollar terms, according to the indices compiled by the International Finance Corporation, part of the World Bank.

Last month, there were few market highlights as the Gulf crisis continued to discourage investors. One of the few exceptions was Venezuela, the biggest rise in December and in 1990. The market, which had lost 35 per cent in dollar terms in 1989, has been helped by its oil resources during the Gulf crisis. The attempted takeover of Banco de Venezuela also lifted share prices.

Local opinion, however, is that economic optimism was the main driving force, says Mr Eduardo Faria of Latin American Securities. Investors believe the country is emerging from its period of austerity. Mr Faria expects shares to rise further this year, but points out that it will be from a higher base. "I doubt that we are going to see the rises we saw through 1990," he says.

EUROPE

Late-closing bourses shed most of Wednesday's gains

LA TE-CLOSING bourses had more to lose yesterday after the excitement of Wednesday afternoon, and this was reflected in a number of indices, writes Our Markets Staff.

PARIS lost most of its moderate gains of Wednesday, with the CAC 40 index, which had risen 49.2 on Wednesday, fell 45.10 to 2,929.09.

Buying concentrated on companies most likely to benefit from a war in the Gulf. Elf Gabon, an oil producer, jumped FF129 or 9.5 per cent to FF1,490, with 26,975 shares traded; Thomson-CSF, the defence electronics group, rose FF5.60 or 4.5 per cent to FF1,330.20, on 462,200 shares. These two accounted for much of the day's turnover of FF1,900m.

Peugeot fell FF18.30 to FF473. The carmaker's UK unit plans to cut another 335

jobs after a fall in demand. Sanofi, the pharmaceutical company, rose FF5 to FF758 before falling to a low of FF739, and recovering to close off FF744 on FF748.

Madrid lost most of its gains of Wednesday, with the IBEX 35 index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75. The DAX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

London lost most of its gains of Wednesday, with the FTSE 100 index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Amsterdam lost most of its gains of Wednesday, with the AEX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Frankfurt lost most of its gains of Wednesday, with the DAX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Brussels lost most of its gains of Wednesday, with the Euronext index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Stockholm lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Copenhagen lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

Oslo lost most of its gains of Wednesday, with the OMX index, which had risen 25.75 on Wednesday, fell 23.75 to 2,330.75.

IFC EMERGING MARKETS PRICE INDICES

Market	No. of stocks	Dec. 28 1990	% Change over 4 weeks on Dec '89 (Dollar terms)	Dec. 28 1990	% Change over 4 weeks on Dec '89 (Local currency terms)	% Change over 4 weeks on Dec '89 (Dollar terms)
Latin America	(24)	261.49	-6.3	8,216,980	+2.3	+159.8
Argentina	(58)	40.03	-10.4	1,972,221	+3.1	+360.5
Brazil	(28)	813.47	+13.4	2,116.38	+15.3	+50.5
Colombia	(20)	288.19	-0.2	1,323.40	-0.2	+56.4
Mexico	(54)	730.17	+1.1	11,132.47	+1.6	+37.5
Venezuela	(13)	483.18	+19.7	3,270.80	+20.1	+648.9
East Asia						
Korea	(63)	339.59	-2.5	293.40	-2.6	-22.6
Philippines	(29)	367.84	+2.3	1,194.59	+3.1	-43.8
Taiwan	(64)	644.06	-1.3	434.61	-1.7	-60.1
South Asia						
India	(60)	237.16	-10.8	345.91	-10.4	+25.1
Indonesia	(72)	99.14	+10.5	104.22	+11.8	+4.2
Malaysia	(82)	125.53	+7.5	140.44	+7.9	-17.0
Thailand	(34)	289.80	+9.4	270.08	+10.7	-28.5
Europe/Middle East						
Greece	(26)	529.28	+2.2	655.01	+5.4	+91.2
Jordan	(25)	90.06	+2.4	153.10	+2.4	-2.2
Portugal	(27)	451.16	-4.4	396.94	-1.0	-38.5
Turkey	(18)	181.23	-10.4	698.56	-6.0	-4.9

Source: International Finance Corporation. Base date: Dec 31, 1984. Data 1989=100. Jan 1990=100. Dec 1989=100.

in Brazil when the newly elected President Fernando Collor de Mello froze assets in March, while devaluations of the cruzado and further economic gloom dissuaded investors from returning. Brazil had

risen 39 per cent in 1989. A tight monetary policy also depressed Argentina, although the situation was not as clear cut as in Brazil, where the market was all but wiped out by returning. Brazil had

Argentina in 1991 is more optimistic, he says, with inflation expected to fall further and privatisations to continue, although an expected further devaluation of the currency could introduce a note of

uncertainty. Argentina had

jumped 136 per cent in 1989. The only non-Latin American in the top five was Greece, which built upon an advance of 68 per cent for 1989. The bourse shot up early last year as the locals switched from gold and property to stocks. Although the Gulf crisis eroded the gain, the market was helped last month by news of a tax on interest earned from bank deposits, making equities more attractive.

International worries were not focused solely on the Middle East. The prospect of a slowdown in the US economy weighed on economies largely dependent on exports, such as Taiwan, which had jumped 95 per cent the previous year.

East Asia also produced the second worst market last year in dollar terms, the Philippines, which had gained 57 per cent in 1989. It was helped by a tax on interest earned from bank deposits, making equities more attractive. The devaluation of the currency, new restrictions on the conversion of pesos into foreign currency, the rising oil price, the falling gold price, another serious coup attempt, and a devastating earthquake

heavily weighted chemical stocks, and it masked falls in other blue chips, compared with post-bourse prices on Wednesday afternoon.

Mr Jens Weicking of Merck Finck in Düsseldorf noted that Deutsche Bank and Siemens, in Wednesday's post-bourse, were quoted above DM10 higher than the official close.

Yesterday, over the official session, they showed a fall of DM1.50 to DM9.50, and a rise of DM4.80 to DM5.80, respectively. BASF, Bayer and Hoechst rose DM4.90 to DM20.80, DM6.80 to DM22.10 and DM2.10 to DM2.10. Cyclical like these stand to lose from a Gulf war, but they do offer a high yield to domestic shareholders - and said Mr Weicking, they might be regarded as defensive in that context.

MILAN limited its losses in spite of the higher oil prices, as traders covered their short

positions before the close of the account next week. The Comit index fell 1.98 to 508.84.

Generally, boosted by reports that the Milan merchant bank Mediobanca's stake had risen to more than 7 per cent from 5.8 per cent, closed up L100 at L29,280. The reports also said that the bank was buying on behalf of Generali's ally, Axamidi of France.

Fiat, which said it planned to lay off 35,000 workers for five days in February to reduce costs, eased L47 to L5,271.

AMSTERDAM lost Wednesday's late gains in very thin trading. The CBS Tendency index finished 1.2 lower at 73.1, after touching a low of 71.8.

Pakhoed, the transport and storage company, fell a further 1.50 to F1.79 and deals said there was still stock on offer at the close.

Natned, which has risen strongly recently on talk of

Swiss buying, fell back F1.60 to F1.5250 on reduced volume.

CSM, the sugar and prepared food group, was 90 cents lower at F1.90. Towards the close, it announced that it was raising its dividend to F1.20 for the year to September 30, 1990, from F1.85 a year earlier.

ZURICH saw reports of a large sell order in Roche, moderate trading and a 5.3 decline in the Credit Suisse index to 441.7. Roche certificates dropped SF90 to SF7,600, but the bearers eased just SF10 to SF7,620.

OSLO's all-share index fell 6.88 to 420.88 in turnover of about NKR250m. Norsk Hydro fell NKR5.5 to NKR169.5. Banks continued to be under pressure in spite of a government proposal to set up a NKR30m support fund. DNB was at a new low of NKR8.8, down NKR2.

BRUSSELS fell in thin volume with Petrofina, up BFR490

on Wednesday, falling BFR340 or 5.4 per cent to BFR5,600. Cockfield-Sambrook, the steelmaker, shed BFR5 or 3.6 per cent to BFR135 in 20,000 shares as it looked for a significant fall in profits this year.

ISTANBUL tumbled 10.2 per cent on panic selling after the failure of the Geneva talks. The 75-share index closed at 3,017.74, down 342.5. Volume rose to 1,630m from 500m.

ATHENS eased, with the general index down 29.14 or 2 per cent at 9,290.0.

SOUTH AFRICA
GOLD SHARES ended mixed in Johannesburg yesterday after a day of nervous trading. The all-share index fell 3 to 1,318, as investors' attention focused on the forthcoming United Nations visit to Iraq. Veal Reefs rose R1 to R228.

FT LAW REPORTS

Digest of Michaelmas term cases

Imperial Group Pension Trust Ltd (FT, December 5)

THE ISSUE arose on a summons by the trustees and management committee of the Imperial Group Pension Trust Ltd against the employer company, Imperial Tobacco Ltd, as to

RECRUITMENT

JOBS: Readers solve the mystery of two Englishmen who took up unexpected careers

Where the renegade pirates came from

X-WHICH signifies that the Jobs column is now entitled to the vote, having reached its 18th birthday yesterday. Moreover, something in the past year or so it has published its millionth word. If that makes anyone who happens to have read them all feel weary in the bones, spare a thought for the poor soul who's written 'em.

For me at least, however, the experience has been well worth while, not least because of the resourcefulness of you readers. And never has it been better exemplified than in your response to my appeal for help on December 18.

As some of today's congregation may not have been present on that date, I had better summarise what the problem was. It concerned two of just over 1,500 people who around the seventeenth century found themselves in something of a pickle.

While sailing the Mediterranean they had been captured by Barbary pirates and, to avoid being sold into slavery, had become Muslims only to be subsequently recaptured by Christian forces. That meant they were deemed as renegade heretics unless they could persuade the Inquisition that their conversion had been forcible, and they had stayed true to their first faith.

My question was about the origins of two Englishmen among them who took up employment with the Barbary pirates that captured them. They were John Martin and James Larman (or Lormond or Sarman) described as coming from "Milhrue", some 250 miles from London, which is no longer on the map.

Historian Professor Bartolomé Bennassar, who has studied the Inquisition's files, thought it could be present-day Middlesbrough. But the Tees-side town's Dorman Museum can find no evidence that the place was ever called Milhrue. Hence my request three weeks ago for more likely candidates.

By noon on the day the article appeared, three people had telephoned with ideas. Further calls and letters have since produced a total of almost 70 replies - and, I believe, the solution to Professor Bennassar's problem.

Two readers, respectively in Stratford-on-Avon and Milan, argued that Middlesbrough could be the right place. Although the present town was built from scratch in the 1830s, they say, the

village previously on the site was a noted source of seafaring men.

Two more plump for Milbourne, a village 14 miles from Newcastle upon Tyne. A fifth switches from the north-east to the south-west naming Milbair in Devon, which is now enveloped in Plymouth.

But while that switch seems to be in the right direction, it evidently does not quite hit the mark. For all the other 70 replies nominate Milbrook in Cornwall just across the Tamar from Plymouth.

They variously tell me that it has a history of seamanship and possibly shipbuilding too, and that the work the two men took up in their renegade phase was in the best traditions of natives of the same area such as Drake and Hawkins who mingled piracy with trading as a matter of course.

What's more several reveal a local antipathy which - although I'm a frequent visitor to Lyme Regis, a good half mile beyond Devon's eastern border in Dorset - was not known to me before. It is that Devon folk or "Janners" have a dubious opinion of "Jackers" from Cornwall, and vice versa.

Take for instance Peter Rivett, now of Abingdon, who remarks: "As a Janner, I would regard switching sides as just the sort of thing a biddy Jacker would do! But em makes lovely pasties though."

Overseas costs

NOW to the table below which gives a rough answer to a question regularly tossed at the Jobs column by people considering a move overseas: "If I went to work in so-and-so, how much would it

cost to keep up the living standard I have here at home?"

The information comes from the Employment Conditions Abroad consultancy which keeps its subscribing organisations in touch with pay, prices and living costs in some 70 different countries. Since my figures are confined to only nine of them, anyone wishing to know more should contact Barry Rodin of ECA at 15 Britten St, London SW3 3TY; telephone 071-551 7151, fax 071-551 9306.

The table focuses on managers

Nationality of mid-rank manager*	Gross salary in home land £	Cost of keeping up own home-country pattern of spending on consumer goods when in: United Kingdom £	Switzerland £	Netherlands £	Germany £	France £	Australia £	Japan £	Hong Kong £
British	31,500	9,780	9,360	17,190	11,530	11,580	12,400	20,720	9,770
American	43,030	14,840	10,180	21,650	15,650	14,700	17,400	24,880	12,270
Swiss	64,470	12,100	10,000	16,940	12,440	12,410	14,300	21,950	10,670
Dutch	41,880	8,750	7,510	13,730	9,570	9,110	10,520	16,750	7,500
German	54,310	11,650	9,540	17,470	12,010	11,100	13,700	21,100	10,290
French	41,420	11,700	9,640	17,940	11,580	11,570	12,530	21,320	10,190
Australian	28,250	10,280	8,190	15,570	10,700	10,450	12,060	16,620	8,860
Japanese	58,120	5,500	4,570	8,280	5,770	5,710	6,700	8,320	4,530
Hong Kong	36,000	18,400	15,720	27,650	18,880	18,460	21,540	32,000	12,450

* Responsible for function such as marketing in medium-sized company.

consumer goods both in their native land, and in each of the other eight.

Please note that the spending figures do not represent the full cost of living. They cover only consumer goods and services, including durables, in addition to standard utilities. No account is taken of the price or rent of housing. The reason is that, as folk working abroad often live in accommodation subsidised by their employer, realistic housing-price figures are hard to divine.

When I have published ECA's findings in previous years, the outstanding feature has been the remarkably low consumer spending of Japanese managers wherever they are employed. As may be seen, they are still being incomparably economical, although how they do it is a mystery.

This year, however, there is also the question of the remarkably high spending of managers from Hong Kong who appear in the table for the first time. Mr Rodin's explanation is that executives in Hong Kong are currently having a consumer-goods bonanza, fuelled by big pay increases awarded to keep them in place pending the handover to China in 1997.

Michael Dixon

BANKING FINANCE & GENERAL

Deputy General Manager
£Excellent

City-based European bank seeks mature, experienced senior banker to fill the above position. Applicants should be over 40 years of age with excellent credit/lending/management experience within large and small City banks. European language would be useful.

Please write enclosing c.v. to Norma Given stating current salary and package.

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-425 1266, Fax: 071-425 8295

Jonathan Wren Executive

Private Banker
£Excellent

Leading European Bank requires experienced and widely connected private banker to expand existing portfolio of HNW/Corporate connected client base. The ideal candidate will be appropriately experienced/pro-active, energetic and with a strong appetite for international travel.

Please mail c.v.'s only with full details of current package to Richard Meredith.

Jonathan Wren & Co. Ltd., Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Tel: 071-425 1266, Fax: 071-425 8295

Jonathan Wren Executive

A Geneva-based multi-national organization engaged world-wide in banking, shipping, oil and a number of other involvements, including the development of hotels, resorts, shipyards and cruise line operations, is seeking to recruit an experienced

RECRUITMENT OFFICER

for its Head Office in Geneva, whose prime responsibility will be to establish the personnel needs of the Group world-wide and to be responsible for meeting those needs.

The successful candidate will be responsible not only for recruitment of our Head Office staff, but also for determining the requirements of the overseas operating units and for setting up and implementing strategies to meet these needs.

This is a senior appointment and prospective applicants should have several years experience of staff recruitment for a multi-national organization. Our vacancy is for someone of high calibre, capable of developing an effective recruitment programme for the Group on a world-wide basis.

This is a position which could be established by somebody of 35 years of age and upwards who must be prepared to travel. The successful candidate will report directly to the General Manager of the Head Office.

This is a highly attractive appointment which will be compensated accordingly and which should lead to further career development within the organization.

Interested candidates are requested to send their applications, together with their resume, which will be treated in confidence, accompanied by a handwritten covering letter and a recent photograph to Cipher No. L 18 - 118881 Publications, CH - 1211 Geneva 3.

Appointments
Advertising
appears every
Wednesday,
Thursday
and Friday
(International Edition only)

For further information
please call:

Jennifer Hudson
071-873 3607
Richard Jones
071-873 3460
Denise Morris
071-873 3199

I need three new people to assist me in the expansion of my business. You will be leaders who can get on with other people and have the desire to be financially successful. For a company briefing ring DAVID CRUMP on 071-731 8199

STOCKBROKERS

Team of two with proven Client business growing £100K+ each association. Our business would suit firms based (or plan to be) in London which are keen on promoting Traded Options business and has a flexible attitude to changing rates. Please apply to Box A325, Financial Times, One Southwark Bridge, London SE1 9EL

Head of Financial Services

£40,000 + car + banking benefits

City

Our client is a small, eminent bank, renowned for its superb personal service. Maintaining the very best of its traditions, the bank provides a wide range of services to an established customer base.

Reporting to the main board, via the General Manager, the Head of Financial Services will have overall responsibility for a department managing investments on behalf of customers. Controlling a team of approximately twenty, specific duties will include the identification of new business opportunities, ensuring that reporting and compliance requirements are met, and optimising the potential of the department through clear leadership, staff training and systems development.

The successful candidate will have a sound knowledge of the Stock Exchange, investment management and back-office settlement procedures, together with a track record of managing a similar size department. In addition to detailed understanding of the Financial Services Act and IMRO, an appreciation of TAURUS would be a distinct advantage. The position demands a persuasive but diplomatic personality, capable of inspiring customer confidence and improving the efficiency of the team.

CLARK WHITEHILL
Search and Selection

Please write in confidence to David Kennedy or Stephen Williams,
Clark Whitehill Consultants Limited,
25 New Street Square, London, EC4A 3LN.
Telephone: 071 353 1577. Fax: 071 583 1720.

Fund Manager
Hong Kong

As a result of further growth in our Hong Kong fund management operation, which is one of the largest and most diverse in Hong Kong, a challenging opportunity has arisen for a senior Fund Manager. The jobholder will be responsible for portfolio management with an emphasis on marketing Schroders' services to Hong Kong retirement funds.

The ideal candidate will be aged 30-35, educated to degree standard, preferably with a professional qualification and with experience of the principal World equity markets. Previous experience in pension fund management and marketing will be an advantage.

Career prospects are excellent and a highly competitive salary will be paid plus full expatriate benefits including living and travel allowances.

Applications in writing should be sent to: Jo Heigho, Assistant Director - Personnel, J. Henry Schroder Wagg & Co. Limited, 120 Cheapside, London EC2V 6DS.

Schroders

ATTN: DEALERS

Spot Currencies

to £50,000

An experienced dealer is required by a major international bank to strengthen its F.X. activities. Currently operating profitably in a major/cross at a recognised dealing bank, you should be used to market making and handling large volume on both a jobbing and strategic basis. A performance related bonus scheme is in place, based on realistic targets.

Off-Balance Sheet

to £45,000

A first class European bank wishes to appoint a dealer currently specialising in FRA's and Futures in a major Euro currency. Ideally aged 25 to 32, candidates should be fully proficient with hedging and arbitrage techniques and conversant in technical analysis. Graduates preferred.

Please telephone or write in confidence, quoting ref: CS2136
Tel: 071 283 0799, 210, Bishopsgate, London EC2M 4NR

GROSS
SELECTION
RECRUITMENT CONSULTANTS

Money Market

to £50,000

An opportunity exists at a leading European bank for a senior dealer form a strong deposit background with expertise in Off-Balance Sheet instruments. Aged between 27 & 34 you will need the ability to take control of a substantial US Dollar book. Significant benefits apply.

F.X. Forwards

to £50,000

Due to expansion of the London treasury operation, a top international bank seeks to enhance its F.X. capability by recruiting a senior dealer to establish a new Forwards desk. Candidates will be in the age range of 28-35, with a successful dealing record to date.

Associate - Loan Syndication

IMI Capital Markets (UK) Ltd plays a major role in the international operations of Istituto Mobiliare Italiano (IMI), one of the leading Italian financial services groups. The company arranges and participates in Euromarket transactions and, through its subsidiaries, actively trades international securities.

Candidates should be honours graduates, possess excellent communications skills, be strongly pro-active, PC literate and capable of using their initiative. In addition, candidates should have had at least one years experience in a financial institution in a similar role. Fluency in English is essential, whilst a working knowledge of other European languages would be useful.

The company is offering a competitive starting salary together with an attractive benefits package.

Interested candidates should send a full curriculum vitae, including salary details and photograph to:

Mrs M McGurk
Personnel Manager
IMI Capital Markets (UK) Ltd
Walbrook House
23-29 Walbrook
London EC4N 8BB

IMI
CAPITAL MARKETS UK



INTERNATIONAL TREASURY MANAGEMENT

The International Labour Office (a United Nations specialised agency) has a vacancy at its Geneva headquarters for a senior position in multi-currency treasury management. Applications are invited from corporate treasurers, qualified bankers or accountants, with wide experience in treasury management, a thorough knowledge of the major money and exchange markets, excellent command of English or French (both spoken and written, with good drafting ability) and a good working knowledge of the second language.

Competitive remuneration package: attractive (P4) salary and allowances, 30 working days' annual leave, home leave, pension and health insurance.

Preference will be given to applications from nationals of countries under-represented on the staff of the Office.

Applications from women are encouraged.

Applications with full curriculum vitae, or requests for further details, should be sent to: ILO Branch Office, Vincent House, Vincent Square, London, SW1P 2NB, UK (telephone 071 828 6401), or ILO Branch Office, 18281 Street, N.W., Suite 801, Washington DC 20036 (USA) (telephone (202) 653-76-52), or International Labour Office, Personnel Department (Room 4-71), 4 route des Morillons, 1211 Geneva 22, Switzerland. Please quote reference VTRESOR/77/90.

Closing date 28 January 1991.

Applicants will be contacted only if their candidature is under serious consideration.

Project Finance Executive

Excellent Package

City

Our client has rapidly grown one of the most impressive asset and project finance teams in the City. The pace of new business creates the opportunity for an outstanding young executive to work on major project financings.

THE COMPANY

- Fast growing structured and project finance advisers with outstanding international reputation.
- Part of quoted group with financial advisory and banking businesses world-wide.
- Entrepreneurial, un-bureaucratic culture.

THE POSITION

- One of a top class team with superb record and high visibility.
- Advise wide range of blue chip clients on the structuring and financing of major projects.
- New position resulting from substantial deal flow.

QUALIFICATIONS

- Outstanding young deal-maker, with superb analytical skills and entrepreneurial outlook.
- Experience of structured finance, preferably including limited recourse project finance, from a quality banking group.
- Alternatively, exceptional finance or corporate development professional from a contractor, utility or project sponsor, with exposure to the project development process.

Please write, enclosing full CV, Ref BFA/89
NBS, Bennett's Court, 6 Bennett's Hill,
Birmingham, B2 5ST
021-233 4656
(Interviews in London)

STRUCTURED FINANCE RECRUITMENT

LONDON SLOUGH BIRMINGHAM MANCHESTER BRISTOL GLASGOW ABERDEEN

European Economist

If you have at least 2 years' relevant experience, this is an excellent opportunity to enhance your skills and assume an important role with a leading multi-national company.

Working in the Company's Treasury Department, you'll advise senior management of economic developments throughout Europe. This will include preparation of economic forecasts with emphasis on exchange rates, interest rates and inflation, together with reports on key economic issues.

Therefore, you should have a good honours degree in Economics, with proven statistical ability and be computer literate. You will also have some work experience, possibly gained in a research institute or government department and possess excellent interpersonal skills. Knowledge of the automotive industry would also be desirable. You will also need to demonstrate that you've the confidence to assume early responsibility and the initiative to use that responsibility effectively.

In return you can look forward to a highly attractive salary - negotiable according to experience and qualifications - together with a comprehensive range of benefits, including holiday bonus, company car plan and relocation assistance where appropriate.

If you think you meet these requirements, send a full CV to Tracy Stuart, Ford Motor Company Ltd., Room 1/552, Eagle Way, Brentwood, Essex CM13 3BW.

This vacancy is open to both men and women regardless of ethnic origin in line with Ford's equal opportunities policy.



- WORLDWIDE ORGANISATION
- 15 NATIONAL COMPANIES IN EUROPE
- MAJOR PRODUCT DEVELOPMENT AND MANUFACTURING FACILITIES IN THE UNITED KINGDOM AND GERMANY
- MULTI-CURRENCY OPERATION
- HIGHLY CHALLENGING ENVIRONMENT

Unit Trust Administration

Financial Services Conglomerate

Northern Home Counties

Our client, established over a century ago, is a major financial services conglomerate with considerable assets exceeding £10 billion currently under management. In the last 20 years the company has broadened the range of financial services that it offers and a number of subsidiaries have been created including a unit trust company. Recent restructuring of the unit trust and PEP administration departments has resulted in the need for two top flight administration professionals at senior management level for the new department.

Head Of Administration

£38,500 basic + bonus + excellent benefits package

Your brief will involve the management of the registration, dealing and transaction accounting functions for both the unit trust and PEP departments.

In your 30's, you must be an experienced administrator within a unit trust organisation with sound hands-on management skills and a good academic record. Computer literacy and an accounting background would be distinct advantages.

Assistant Manager

£18,000 basic + benefits

Your brief will involve the management of the section heads in the unit trust department. With a background in administration you are likely to be currently occupying a junior management role.

For a strictly confidential discussion regarding these positions please telephone or write to Fiona Law or Charles Smith quoting reference 1377, at FLA, 16 Old Bond Street, London, W1X 3DB. Tel: 071-491 3811.



SEARCH, SELECTION AND CONSULTANCY SERVICES

Analyst/Fund Manager

Investment Management Group

Edinburgh

Excellent Salary & Benefits Package

Our client is a world class player whose investment philosophy focuses on stock selection and whose funds enjoy excellent long term performance, resulting in funds under management of over £8 billion.

It has now been decided to strengthen the established and highly successful investment team by the appointment of an individual to play a key role in the analytical and fund management process. It is envisaged that the ideal candidate, as part of a worldwide team, will use his/her analytical skills to identify suitable investment opportunities to meet the group's investment criteria.

You must be team orientated and willing to learn quickly and accept new responsibilities in a

challenging environment. Communication skills, both verbal and written, are obviously extremely important.

The remuneration package includes a high basic salary, quality car, bonus schemes and other valuable benefits. A generous relocation package will be available if appropriate.

This appointment represents a rare opportunity to join a first class investment management group at an exciting stage of its worldwide expansion.

For a strictly confidential discussion please telephone or write to Robin Douglas quoting reference 1376, at FLA, 58 Queen Street, Edinburgh, EH2 3NS. Tel: 031-220 3689.



SEARCH, SELECTION AND CONSULTANCY SERVICES

INTERNATIONAL BANKING

OFF BALANCE SHEET

OBS Arbitrage Dealer to £60,000

Our client, a first class International Bank currently seeks a Senior Arbitrage Dealer with a thorough working knowledge of interest rate products in order to utilise FRAs, Interest Rate Swaps, Options and Futures. Ideal candidates will be aged 28-35 and will have gained a minimum of 2 years experience in the aforementioned markets.

Financial Engineer £ neg

A leading Merchant Bank currently has an opening for a Financial Engineer. The incumbent will have responsibility for the structuring of interest rate related products (swaps, options etc) specifically tailored to suit individual client requirements.

Senior Currency Options Dealer £ neg

A well regarded European Bank currently seeks a senior currency options trader with a minimum of 2 years experience to complement their existing desk. In return our client offers genuine career prospects for further advancement together with a first class salary package reflecting their commitment to this area.

FRA Dealer £250,000

A major International Bank currently has an opening for a Sterling FRA dealer as part of its strategy of developing their Off Balance Sheet trading function. A minimum of 2 years experience in the Sterling market is prerequisite together with a stable and profitable trading record.

For further details please contact Steve Cartwright either by telephone or in writing.

GORDON BROWN & ASSOCIATES LTD.
RECRUITMENT CONSULTANTS

CREDIT/MARKETING

Relationship Manager £35,000

A highly regarded European Bank requires an experienced and formally credit trained person, aged 30-35, to assume responsibility for an existing portfolio of mid market UK corporates. Suitable candidates will demonstrate current success at relationship banking across a spread of industries.

Corporate Manager to £30,000

An established International Bank especially active and expanding in London seeks a well educated/qualified Account Manager, aged 28-35, experienced in marketing and relationship responsibilities for major UK corporate clients. A background of credit risk assessment/analysis is required.

Credit Analyst £ neg

A long established and especially respected European Bank currently strengthening the London operation seeks an additional analyst for the credit team with current risk assessment experience in respect of top UK corporate business. Suitable candidates will be well educated and suitably qualified.

Account Officer £25,000

The successful London operation of a major European bank requires a well qualified corporate banker with the benefit of fluent French language skills. The responsibilities primarily involve relationship management of diverse French related corporate clients and marketing additional services as appropriate.

For further details please contact Frank Hoy either by telephone or in writing.

5TH FLOOR, 2 LONDON WALL BUILDINGS,
LONDON EC2M 5PP
TEL: 071-628 7601 FAX: 071-638 2738



Gordon Brown

U.K. Fund Manager

Edinburgh

Edinburgh has been a centre for investment management for more than a century and has a worldwide reputation for its innovation and professionalism. Our client is one of its leading independent fund managers, its philosophy being to perform consistently and to provide above average investment performance for its clients. Its approach to managing money is to include, where appropriate, an above-average exposure to smaller companies which have over many years

demonstrated their superior growth properties in all the major markets of the world. An opportunity currently exists for a senior fund manager to join its U.K. team and to take the initial responsibility of managing small company funds of around £200m. Candidates will have an impressive track record to date in U.K. markets, aged 27-33 and will be seeking to continue his or her development within a successful and progressive environment in Scotland.

For further details, please write with C.V. to: Willie Finlayson, Director
ASA International,
Executive Search and Selection,
63 George Street,
Edinburgh EH2 2JG.
Tel: 031-226 6222.

ASA International

ASA INTERNATIONAL

Administrator/Secretary

Arab Banking Association

Tax Free Salary

Attractive Foreign Location

Our client, a well established overseas banking association, seeks to recruit an experienced banker for the post of Administrator/Secretary.

This important role will involve servicing the Association's various committees, liaising with individual member banks and the Central Bank, as well as maintaining good relations with various external organisations and government bodies.

The appointment calls for a mature banking professional with highly developed organisational skills and a keen eye for detail. A good understanding of committee administration is essential.

and experience in a similar position within a bank or relevant business association, ideally in the Middle East, would be especially valuable.

The post, which may be of particular interest to an active, early retiree, offers an attractive tax free salary together with free furnished accommodation, and home leave with paid air fares. Overseas relocation expenses will be paid.

Please write - in confidence - outlining how you meet the requirements of this post to John Strang, Ref: 1331/1, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

MSL International
CONSULTANTS IN SEARCH AND SELECTION

Shepherd Little & Associates Ltd

ASSISTANT DIRECTOR - UK LENDING

£40,000 + CAR

A leading Merchant Bank is seeking an additional senior corporate lending manager to further increase its contacts in the UK middle market sector. Taking charge of a small team, the responsibilities will centre around enhancing and strengthening an already successful marketing effort, as well as developing the performance of others in the team. Candidates, educated to degree level, must have strong business development and deal making skills, supported by a sound credit analysis background. Please contact Brenda Shepherd.

CORPORATE TRADER

£35-£40,000 + CAR

This major City Bank is seeking an additional corporate trader for a busy and professional team. Candidates should be aged between 26 and 35 and have at least two years' experience in corporate sales. A record of success in a competitive environment will be a prerequisite as will knowledge of a number of interest rate and off-balance sheet products. Please contact David Little.

FUND MANAGER - FIXED INCOME

£30,000

Established UK Merchant Bank seeks an additional Fund Manager for its fixed income team. Whilst undertaking the discretionary management of the pension fund portfolios, the active development of the use of derivative products to enhance performance will be an important part of the role. Applicants will preferably have a mathematics/science based degree, minimum three years' fund management experience, including extensive exposure to Sterling fixed income products. Please contact Stephanie Devine.

SENIOR CREDIT ANALYST

£35,000

Due to promotion, an opportunity currently exists within a city based UK Merchant Bank for an experienced Credit Analyst. Ideal candidates will be either Graduate/ACB/ACA or ACCA qualified with hands-on experience of a diverse range of analysis. Whilst Property/Commercial will be the main target area, duties will also cover Corporate, Factoring and High Risk lending. This is an opening for a self-motivated, enthusiastic individual that provides the prospect of managing and supervising a well established credit team. Please contact Simon Pope.

RISK MANAGEMENT

£35,000

High-profile US Investment Bank requires a degree educated Credit Analyst to strengthen its risk management team. Analysing counterparty, product and sovereign risk, the successful applicant will work closely with both traders and clients. Sound credit analysis skills, gained from a financial institution are essential together with knowledge of capital markets/FX/MM products. Proven management ability and fluency in a second European language would be highly desirable. Please contact Stephanie Devine.

SWAPS DOCUMENTATION

To £30,000

A major multi-national Securities House is seeking a senior documentation specialist to support its expanding swaps division. A legal background would be an advantage but a minimum of three years' in depth swaps documentation experience is essential. The position will involve negotiation of ISDA documentation, preparation of special product documentation and providing general advice on tax accounting and general matters arising from swaps transactions. Please contact Keith Snodgrass.

Ridgway House 41/42 King William Street London EC4R 9EN

24 HR ANSWERPHONE 071-626 1161 FAX NO 071 626 9400

مكنا من الفصل



C.S. INVESTMENT MANAGEMENT LTD

EXCELLENCE IN THE MANAGEMENT OF PRIVATE WEALTH

PRIVATE CLIENT MANAGERS, TEAMS OR ORGANISATIONS

Over the last five years CS Investment Management Ltd has grown rapidly to become a major provider of investment management services for substantial private clients, family trusts and charities. Our hallmark is the provision of a genuinely personal service at senior level in the firm for all clients.

We enjoy a harmonious relationship with our majority shareholder, a major bank group which does not intervene in the day-to-day running of the company and is fully committed to funding the development of the business in the hands of the existing management.

Our management team were Board members of large financial institutions who joined together to avoid the conflicts of interest that can arise in these groupings and provide sophisticated investment management services tailored to the needs of private clients and charities in the 1990s.

We would welcome hearing from individuals, teams or organisations who would like to explore the possibility of joining us to develop their client base in an environment which combines the best traditions of the old City with strong IT systems support and a forward looking approach.

Please write to Sam Stevenson, Nigel Wilson or Robert Brown or telephone 071-480 0372, or evenings on 0296 681279.

C.S. INVESTMENT MANAGEMENT LTD
125 HIGH HOLBORN, LONDON WC1V 6PY

McKinsey & Company

MANAGEMENT CONSULTANTS

Portugal

McKinsey & Company is a leading international management firm providing business problem solving expertise which helps its worldwide clients make positive, lasting and substantial improvements in their performance.

Currently, we have a number of challenging opportunities for bilingual (Portuguese/English), business professionals to play a key role in serving our clients in Portugal.

The ideal candidate will be a self motivated, analytical person with superior interpersonal and presentation skills. Their backgrounds should encompass an advanced degree, preferably an MBA, with technical undergraduate training (engineering, economics, or related discipline) and 2 to 5 years of broad experience in either Industry or Finance. Additionally, at an early point in his/her career, the candidate must have developed maturity, poise and the talent to interact with management on all levels.

These positions offer a very attractive compensation and benefits package commensurate with the challenge.

To be considered for this exceptional position, please submit your resume in confidence to:

Ana Jonet,
McKinsey & Company, Av. 5 de Outubro 146, 8º,
1100 Lisboa, Portugal. Tel: 793 30 43

SANWA INTERNATIONAL PLC

Sanwa International Plc is the London based flag ship investment banking subsidiary of The Sanwa Bank Limited, the world's sixth largest bank.

Continued expansion of the capital markets operation has led to the creation of the following positions:

SALES PERSONS: UK, Ireland and German speaking countries.

Two individuals separately responsible for clients in UK/Ireland and German speaking clients in Europe.

Both individuals must have had a minimum of three years multicurrency international bond sales experience. Established business flows with a wide range of final investors are also essential. Fluency in German is necessary for handling the German speaking accounts.

TRADER: International bonds in European currencies.

One additional trader is required to enlarge a team of two professionals responsible for trading bonds in various European currencies. Present coverage includes DM and DFL, but the objective is to expand to all major European markets. The individual must have traded profitably for at least two years in the domestic and/or Euro French Franc. Knowledge of other European markets would be a definite plus. Ability to speak one or several European languages desirable.

TRADER: European equity and equity linked instruments.

An individual to start a trading activity in European equities and their derivatives. The candidate should have extensive previous trading experience and a good analytical mind combined with an in-depth understanding of the major European markets. Knowledge of European languages desirable.

TRADER: FRN - Repackaging

A FRN trader also to be involved in secondary market repackaging and asset swaps. A minimum of four years trading experience is required. An overall understanding of the bond market and appreciation of credit analysis is essential.

Competitive, performance-related compensation and benefits packages will be offered for each position.

To apply for any of the positions, please send your detailed C.V. to:

Clive Ashworth
Associate Director, Sanwa International Plc,
P.O. Box 245, 1 Undershaft,
London EC3A 8BR

EUROPEAN MARKETING

One of America's oldest and most consistently successful Futures Trading Advisors is seeking a European marketing representative to institutions and high net worth individuals.

Performance over 19 years shows 25% compound annual return with lower volatility than the Standard & Poors 500 Index. Currently managing over \$150,000,000.

President will conduct interviews of qualified persons in London during week of January 21, 1991.

Interested parties should contact:

James M. Little or Keith Campbell
Campbell & Company
Village of Cross Keys
Quadrangle, Suite 339
Baltimore MD 21210
Tel: (301) 435-1131
Fax: 301-435 1603

ECONOMIC RESEARCH

Screen-based

RH Wright & Associates are looking to recruit two analysts for their London office to contribute to a new international bond and currency product. The first position would suit a bond market professional with several years experience of continental European markets and central bank operations. The job will involve taking overall responsibility for developing the bond income side of the service. Applications will be welcomed from candidates with a background in investment management.

The second position is for a European economist capable of combining in-depth analysis of fundamental trends with daily market commentary. Candidates should have at least 1-2 years experience of analysing the major European economies, probably working in the research department of a bank or securities house. Good writing skills and the ability to work efficiently in a computerised office environment are essential for both positions. Fluency in French or German would be an advantage. Remuneration will be fully commensurate with experience.

Please reply in confidence to: Tim O'Dell, RH Wright & Associates, 8 Garden Walk, London EC2A 3EQ. Tel: 071-739 9037.

FIXED INCOME

Salesman with established UK/European client base to head innovative new fixed income department for Global Securities firm.

Please write to Box A325, Financial Times, One Southwark Bridge, London SE1 9HL

US GOVERNMENT SECURITIES

Established specialist primary dealer in US Government Securities seeks an additional salesperson to join its London office. The ideal candidate should be experienced in fixed income markets and be able to demonstrate both analytical and communicative skills. The person appointed will have to be self motivated and able to work as part of a small integrated team. A knowledge of foreign languages would be an advantage but is not essential. Salary will be competitive.

Apply in confidence by writing to Box A328, Financial Times, One Southwark Bridge, London SE1 9HL

WANTED

London based merchant bank seeks a government bond trader/salesman who must be knowledgeable in UK-US, French and German cash and derivatives markets. A knowledge of basis trading and repurchase agreements essential. Existing client base imperative.

Please send a current CV outlining in detail all previous experience.

Write Box A329, Financial Times, One Southwark Bridge, London SE1 9HL

HEAD OF RESEARCH Investment Management

City

A major international institutional fund manager, our client has shown consistent growth and performance within the Life and Pensions industry. Global assets under management are in excess of £10 billion and primary research has been fundamental in achieving this level of success.

A Head of Research is required to assume responsibility for the running and further development of the professional research team. This is a key role within the Group and offers an exciting opportunity to build up the research capability to meet the requirements of the 1990s. On a long term basis the individual will be expected to expand coverage and broaden the scope of the department by moving towards a Pan European approach to equity research. Working closely with fund managers, this role will involve recruitment and training, monitoring new investment techniques and above all maintaining the high standard of research produced.

Candidates should have at least 5 years experience of fundamental company analysis. The ability to manage others is essential, whilst working within a strong team environment.

This is a challenging position and offers an excellent opportunity to develop into a senior management role. The financial rewards include a highly competitive salary, and an attractive benefits package with a car and a subsidised mortgage.

Please contact Rosalind Bixley who will treat all enquiries in confidence: 20 Cousin Lane, London EC4R 3TE. Tel: 071-236 7307 or Fax: 071-489 1130.



STEPHENS ASSOCIATES

SEARCH AND SELECTION SPECIALISTS IN SECURITIES AND INVESTMENTS

Zwecks Erweiterung unserer Tätigkeiten auf dem Gebiet der Beziehungen zu Anlegern suchen wir für unsere Finanzabteilung eine/n

Investor Relations Manager/in

Ihre Tätigkeit besteht in der Koordination aller Investor Relations Tätigkeiten, wie

- Einholen/Zusammenstellen von Informationen
- Vorbereitung von Präsentationen
- Logistik der externen Präsentationen und Road Shows in Zusammenarbeit mit Public Relations Agenturen und Investment Banken
- Organisation und Leitung von individuellen Gruppen-Meetings mit Investoren und Finanzanalysten
- Überprüfung von Research-Berichten

Wir offerieren Ihnen eine anspruchsvolle und abwechslungsreiche Kaderfunktion, bei der die persönliche Initiative eine grosse Rolle spielt. Entwicklungsmöglichkeiten bestehen im Rahmen Ihrer Fähigkeiten.

Sie sind eine umgängliche, klar denkende und dynamische Person, haben Kenntnis der Finanzmärkte und des Anleger-Verhaltens, kennen sich aus in der Finanzanalyse und sind ein guter Präsentator. Externe und interne Fachleute werden Ihnen während der Einführungszeit zur Verfügung stehen.

Die Beherrschung der deutschen und englischen Sprache ist Voraussetzung. Französischkenntnisse sind erwünscht.

Wir freuen uns auf Ihre Offerte unter Kennwort "Financial Times 6295" an Dr U. W. Trömler, CIBA-GEIGY AG, Personaldienst, Postfach, CH-4002 Basel.

CIBA-GEIGY

Offen für Ihre Einstellung.

RETIRED BANK MANAGERS

Recently retired branch bankers to provide an expanding medium sized Bank with sound contacts for loans and deposit raising. Work from home 14-16 hours per week with full back-up services.

Attractive package to suitable individuals. Personal details to:

Write Box No: A331
Financial Times
One Southwark Bridge
London SE1 9HL

INVESTMENT ANALYSTS

Delphi Economics, an investment analysis company seeks a well qualified analyst to work in our London office. Preferably with good business education the successful candidate will be able to work and communicate effectively within a team. He/she will become involved in every aspect of the business from the analysis of equities, to the production and marketing of the Delphi products. Please send CV and covering letter to:-

Jorgen Olschel,
Delphi Economics Plc,
20 New Bond St,
London W1Y 9AB.
Fax: 071 491 2854.

APPOINTMENTS WANTED

FINANCIAL ANALYST AND CONTROLLER

Scandinavian, 30, five years of banking experience in Stockholm and Frankfurt, fully responsible for budgeting, profit centre analysis, and financial analysis. Fluent in English and German, little knowledge in Finnish is looking for an adequate position in a bank in LUXEMBOURG.

Please write to Burkard & Partner, Altkönigstrasse 38, 13 073 Rud Söten/Ts.

APPOINTMENTS ADVERTISING

appears every Wednesday & Thursday (UK) & Friday (in the International Edition only.)

For further information please call:
Jennifer Hudson
071-875 3607

South Wales £35,000 + Car + Profit Share

Area Manager Corporate Banking

Our client is an autonomous bank member of a major UK banking and finance Group. It intends to enhance its already major presence in South Wales by the appointment of an Area Manager, who will take over and develop a small and enthusiastic management team and an expanding portfolio of corporate clients.

The appointee will be aged mid 30's upwards, well qualified, and have wide experience of all forms of corporate finance. The Area Manager will have personal presence, an ability to generate business, and the skill and sensitivity needed to lead and motivate young managerial talent. With well-practised presentational experience the successful candidate will mix easily in the business community of the region and quickly earn its respect. In return there will apply an excellent benefits package that will include a generous profit sharing scheme.

Letters of application, together with CV, salary progression and any other relevant data, should be sent without delay to the Managing Director, Performance Management Limited, 8th Floor, Peter House, St Peter's Square, Manchester, M1 5BH, quoting reference P174.



Performance Management Limited
MANAGEMENT CONSULTANTS



Manchester Exchange and Investment Bank

LIMITED

MARKETING

BANKING AND TREASURY - LONDON BASED

Manchester Exchange and Investment Bank has built an enviable reputation in the provision of carefully tailored corporate banking and treasury services and products.

Exciting developments in this field now require the Banking and Treasury division to appoint an experienced and highly motivated professional, in order to identify business opportunities at a high level.

Successful candidates will be aged between 28 and 35. Excellent business communication skills gained from a corporate financial services background are essential, and candidates must be TSA Registered

Representatives or be in a position to obtain registration at short notice.

The opportunities offer a basic salary, plus benefits, including an effective performance related bonus scheme, amounting to c£35,000+, plus company car.

Career details should be sent to:

Val Palmer,
Manchester Exchange and Investment Bank Limited,
5th Floor,
International House,
1 St. Katherine's Way,
London, E1 9LN

Legal Adviser

Morgan Grenfell, a leading merchant bank, is seeking to recruit a qualified lawyer to join one of its subsidiaries, Morgan Grenfell Debt Arbitrage and Trading Limited, which specialises in the secondary market trading of loans of Lesser Developed Countries, debt equity and debt for debt conversions, particularly in Latin America.

The successful candidate will join an expanding team of lawyers responsible for reviewing and co-ordinating the legal aspects of the business and ensuring that all legal requirements are being satisfied in connection with the underlying transactions. The position will involve working closely with other operating teams and providing assistance and advice to the traders who are structuring and running the business.

Applicants must have some experience of Latin American debt instruments and the structure of deals in which they are utilised. Knowledge of the U.S. legal system would be an advantage. Additionally, applicants should be able to work effectively under pressure as part of a team and should possess strong negotiating skills.

There is an attractive remuneration and benefits package. Please contact giving full career details:

Emma Gray
Morgan Grenfell & Co. Limited
23 Great Winchester Street
London EC2P 2AN
Telephone: 071 588 4545

MORGAN GRENFELL

مكزاتن التجهيل

TOP OPPORTUNITIES

SENIOR POSITIONS IN GENERAL MANAGEMENT

"Our business is business integration"

WE ARE LEADING

B U S I N E S S L E A D E R S

United Research works with clients worldwide to create and implement strategies for competitive advantage. What differentiates United Research from other consulting firms is its ability to simultaneously and continuously integrate business strategy, change management, and information technology to help clients, in a zero-lag-time world, achieve new standards of competitiveness and profitability.

For thirty years, United Research has been in the business of working with leading corporations to make major change happen smoothly and effectively. Through this experience we have developed the multi-disciplinary know-how, tools and methodologies to help blue chip, well-managed firms clarify their complex businesses so that management can focus on the truly critical factors that are key to long-term success.

The United Research approach is comprehensive. Our consulting professionals work together with clients to implement programs that achieve strategic visions across all functions and divisions and through all levels of the organisation. It is our firm belief that this should be a joint process: client and consultant working together as a team. In this way, United Research can leave the client with the ongoing capability to sustain and enhance the value of work completed during the joint project.

To continue our rapid growth in Europe we are looking for results orientated information strategists. Our interest focuses on those who have a full appreciation of the role information technology can play as an integrating mechanism within a

complex multi-functional business environment in support of local based business issues. You will have taken a leading role in the development of major impact, business critical IT strategies reflecting a sound, 'hands-on' understanding of the operational perspective of sophisticated systems implementation and consistently proving an ability to deliver measurable business performance improvement.

Your role within United Research would be to: prove yourself quickly as a technology practice leader, participating in the execution of Fortune 500 companies and project managing joint process teams comprising multi-disciplined consultants and client team members. You are likely to be a senior manager working at board and strategic level within a major European business or at partner level within a management consultancy and looking for the opportunity to work consistently with major clients to significantly impact their business performance. A first degree is essential and a further business qualification would be an advantage. To complement our pan-European business objectives fluency in English and at least one other language is required.

All our consultants spend time in the U.S. whilst training but subsequent relocation is not necessary as the majority of assignments are at client sites within Europe, returning home at weekends.

Please write with full C.V. to Amanda O'Connor, United Research Limited, 11-14 Clifton Street, London W1X 8EA, England. Please quote reference FT 1190.

United Research

MANAGEMENT CONSULTANTS
ACCELERATING STRATEGIC CHANGE

The Top Opportunities Page

appears every Wednesday in the Financial Times.

For further information please contact

Elizabeth Arthur
071-873 3694

Stephanie Spratt
071-873 4027

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

CHIEF EXECUTIVE OFFICER DYNAMIC LEADERSHIP ROLE IN INFORMATION TECHNOLOGY

U.A.E. Based

Attractive Remuneration
Package plus Profit Sharing

Our client is a well established and successful computer and information technology group of companies which is a distributor for a major international computer hardware manufacturer and is operating in the United Arab Emirates and other Gulf states. Continuing success over the last decade has created a unique opportunity for a well seasoned executive aged 40 - 50 with minimum 10 years relevant experience at senior level to take charge of the Group's diversified activities in the United Arab Emirates and other parts of the Gulf.

The ideal candidate should have relevant engineering degree with an impeccable and successful track record in managing similar organisations. He should be familiar with the Middle East environment and computer and information technology market. He should also have excellent analytical, marketing and interpersonal skills.

The successful candidate will report to and work closely with the Chairman and owners of the business, focusing on the analysis and investigation of the information technology market and on new business opportunities, and should be able to assume full responsibility for the day to day diversified activities of the Group.

The position offers a very competitive compensation package plus a profit sharing plan. Suitably qualified candidates should forward in writing career details including salary history quoting reference JB/7, before closing date of 24 January 1991 to:

Sami Ali
Ernst & Young
P.O. Box 136
Abu Dhabi
United Arab Emirates

HEAD OF RESEARCH SCOTLAND

The Company is a major fund manager wishing to expand its in-house research facilities.

This new post will:

- provide support for an experienced group of equity fund managers
- organise and structure a service department adding value to their output
- develop fundamental research skills and in-depth company analysis which will be independent of, and supplemented by, appropriate external material.

The person will be:

- a numerate graduate probably with a further professional qualification
- a team player, a good communicator
- able to function independently and to maintain output of a high quality.

Candidates will probably have had some experience in a fund management or research environment but may now be within a different discipline.

Key qualities are management, organisational, planning and analytical skills.

This is a senior post and the pay and benefits package will reflect that.

Please reply in writing, quoting Ref: 2031, enclosing c.v. to the address below.



AAD,
7 Curzon Street,
London W1Y 7FL.
THE ADVERTISING APPOINTMENTS
DIVISION OF CORGIS AND CO.

How do Europe's best business people get the top jobs?

They use the FT.

Senior business people all over Europe use the FT throughout their working day.

They use it to keep up with the news, views, issues and most importantly the opportunities.

So for key national and international appointments, using the FT gives them a wider choice of the top jobs.

Today Europe is the job market and the FT, Europe's business newspaper, is where to find it.

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

مكاتبنا في لندن

Tarmac PLC is one of Europe's most successful business groups with a turnover in excess of £3.5 billion p.a. Restructuring of the Group's treasury team, based at headquarters, has identified the need to appoint a:

TREASURY EXECUTIVE

Competitive salary + car

A new appointment reporting directly to the Group Treasurer. As a member of the management team your responsibilities will be wide ranging and include:

- Exchange and interest rate policy and implementation
- Reporting on exposures and performance analysis
- Provision of forecasts
- Supervision of systems
- Overseas cash management and structures
- Evaluation of funding proposals

You must have first rate analytical and inter-personal skills enabling you to communicate and negotiate effectively with senior personnel within the City and financial institutions (UK and internationally), as well as senior management within the Group.

You should have held a management position in a treasury function for at least 2 years and possess a relevant degree or professional qualification in treasury, accountancy or banking. It is essential that you are conversant with computerised systems and have an innovative mind allowing you to make a full contribution to the overall performance of the department.

We offer a competitive remuneration package with good terms of engagement which include a range of benefits associated with a senior appointment in a large and successful public company.

Please forward a comprehensive c.v., including current salary indicator and quoting reference T22/T, to:

J.H. Garrett, Group Personnel Adviser,
Tarmac PLC, Hilton Hotel, Hilton Lane, Essington,
Wolverhampton WV1 2BQ.
Telephone: 0902 307407. Fax: 0902 307408.

An equal opportunities employer



ACCOUNTANCY COLUMN

Leading firms start to feel recession bite

By David Waller

IN LATE December Ernst & Young made 30 qualified audit staff redundant. Although the number is small in comparison with the firm's total head count of 8,000, the job losses mark an important psychological turning point: the recession is at last beginning to catch up with the big firms.

The redundancies also provide a disturbing reminder to the UK's chartered accountants that their hard-won qualification does not guarantee job security for life. Other types of jobs have been axed in the past. Ernst & Young despatched nearly 40 consultants last year - but it is unprecedented in recent years for big firms to shed qualified audit staff.

Furthermore, the redundancies illustrate the fact that accountancy firms are not insulated from the general state of the economy. Medium-sized firms - not least Spicer & Oppenheim that was - felt the cold wind earlier. The insolvency departments of the big six started getting busy 18 months ago. But it is only now that the larger firms are feeling their revenues being squeezed and senior partners are taking the recession seriously.

The big six, and the big eight from which they evolved, acquired their present shape as diversified services conglomerates in the heady years of the mid-to-late '80s. The conditions that created them have patently gone. The vaulting growth, the hallmark of the profession for so long, will be checked. How will they adapt to the abrupt change of pace?

Moreover, many if not most of the

partners who run the firms have built their careers in the unusually buoyant conditions of the 1980s. They have known only growth and expansion. How will they cope as the recession deepens?

The recession of the early 1980s provides little guide to what may happen this time round. The firms were then much smaller in absolute terms and provided a much narrower range of services.

The recession afflicted the Midlands and other industrial areas rather than

The dearth of mergers and acquisitions activity is having an impact across the board

London and the south-east, leaving the big, London-based practices relatively unscathed.

Talking around the big firms, it is clear that Armageddon is not immediately round the corner: the firms are not bracing themselves for serious contraction and as yet no senior partner sees the need for a material number of redundancies.

It is no surprise to find that insolvency is keeping a lot of people frantically busy. The dearth of mergers and acquisitions activity is having an impact across the board. Special work - such as corporate finance - has

talled off and the demand for some types of consultancy services has slackened. Tax consultants are still able to sell their services.

Audit simply plods along, the unexciting business that it has always been, although some firms have done well out of the modest reshuffling of important audits that followed the mega-mergers among the firms in 1989. To name but a few examples: KPMG Peat Marwick McLintock has picked up Rolls-Royce and Cable & Wireless; Price Waterhouse has gained Christian Salvage and Guardian Royal Exchange; Ernst & Young won the United Biscuits audit.

Coopers & Lybrand Deloitte has the largest consultancy arm of any firm. "Using the word 'recession' is simplistic," observes Mr Malcolm Coster, head of the division. "We find that different sectors of our market are behaving in different ways. Those companies with high energy costs, or with high borrowings, or those who sell luxury goods, are suffering."

Those types of client, he says, are in the market for cost-reduction exercises and little else. "But plenty of our clients fall outside these categories", and remain buyers of the firm's other consultancy services.

The net result is that in the eight months since the beginning of May last year, staff utilisation in consultancy is down 3 per cent across the board, to 61 per cent, against the same period in the previous year. Nominal growth in fees, which was 30 per cent in 1989-90, is likely to drop to less than the budgeted 20 per cent in the year to May, suggesting real growth

of less than 10 per cent. The firm employs 2,000 consultants, of whom "two or three" are leaving each week, according to Mr Coster.

Mr Elwyn Ellidge, senior partner of Ernst & Young, is unwilling to be specific about his firm's figures, but he candidly acknowledges that the firm had a difficult time in its first trading period - the ten months to June last year.

The figures were only finalised, and partners' drawings calculated, at the end of last month. Mr Ellidge admits

The labour market is, for once, on the side of the firms rather than the qualified staff

that the former at least were "very disappointing".

The reasons for that have less to do with the recession than with the merger of Ernst & Whinney and Arthur Young. The merger costs - all of which were provided for in the first accounting period - were higher than expected, mainly because of the costs of shuffling the firms' staff from one London office to another. Consultancy performed badly but has now picked up. Mr Ellidge says that while the firm failed to meet its internal budget in the ten months to June, it has been on target in the past six

months. "It's the next six months that I'm worried about," he admits. "One takes little comfort from the fact that our insolvency department is absolutely booming."

Mr Ellidge dismisses last month's redundancies as "belt-tightening" and makes the point that the labour market is, for once, on the side of the firms rather than the qualified staff.

That is corroborated by other firms and recruitment consultants: the firms are finding it much easier to keep hold of good, qualified staff who might otherwise have drifted into the City or industry. In time, the pressures that have led to rampant salary inflation will probably ease off, too.

Mr Ellidge makes another point: that the market for audit services - the staple of the firms, providing a guarantee of stable cash flows at a time when transaction-based and other non-recurring fees are dwindling - is fiercely competitive and the price at which firms are prepared to do audits is dropping.

The fierce competition is not confined to audits: Mr Coster talks of using the recession as an opportunity for Coopers to gain competitive advantage and take its share of the UK market from 15 to 20 per cent.

Mr Brandon Gough, Coopers' chairman, says that he finds the prospect of the battles ahead - fought against a recessionary backdrop - "exciting". However, for many individual accountants - and the weaker firms - the coming months and years are likely to be more alarming than exciting.

ACCOUNTANCY APPOINTMENTS

COMMERCIAL DIRECTOR

A wide ranging and challenging role in a dynamic growth company
Cambridge Area

With an innovative forward thinking approach and the highest standards of product and customer care, our client is set to become the leading European company in the car appearance sector of the automotive after-care market. This newly created position reporting to the Managing Director Europe, offers an exceptional opportunity to contribute significantly to the growth of the company where the pace of operation and the management of rapid change will ensure a challenging role. You will take full responsibility for the commercial functions as well as making a significant contribution to the strategic development and planned expansion.

In joining a young and dynamic management team you will probably be in your early 30's with a good

degree, a qualified Accountant with a minimum of five years post qualification experience firstly in one of the large and established Chartered Accountancy firms followed by operational experience in a broad based financial and management accounting role.

You will be fast on your feet, energetic and determined, with the force of personality that combines a pragmatic approach with the cutting edge to identify business opportunities and to contribute significantly to their implementation and effectiveness.

If you believe you have the drive and determination to match our client's stringent specifications, please write in confidence with career summary and salary details, to Hilary Campbell quoting reference HC/442.



Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

FINANCE DIRECTOR

A wide ranging and influential role within an international operation

London c£40,000 + car + subsidised mortgage + major benefits

This newly created position reporting to the General Manager offers an exceptional opportunity to contribute significantly to both the operational effectiveness and the strategic development of the UK based operation of this company which is part of a multi-national operation. You will make an important policy contribution as well as providing effective financial direction, strengthening controls, reporting on all aspects of the business and managing and developing a team of financial specialists.

The company has successfully established itself in one of the most competitive retail markets, and provides credit financing to retailers and individual customers. With an innovative and forward thinking approach to business, the company is now looking for a qualified Accountant to take full responsibility for developing a strong, central finance and credit function, preparing the company for an expanding market and rapid growth.

Probably aged 35-40, you will be a graduate with a Chartered Accountancy qualification and ideally a further business degree. You will have had significant financial experience

including responsibility for risk management for small and varied businesses. Ideally, you will have worked in the finance sector and will certainly have evidence of multi-site and multi-client based jobs and experience in dealing with companies where cashflow is of paramount importance.

With the self-confidence supported by good technical and management skills, you will be able to gain credibility and influence Senior Managers and Directors. You will have the toughness, along with the tact and diplomacy, to deal with suppliers and customers in often difficult and demanding situations and you will be capable of moving in a 'pacey' environment and of responding to rapid change. Above all you will have the business acumen combined with the cutting edge to identify opportunities and to contribute significantly to their implementation and effectiveness.

If you believe you have the drive and determination to match our client's stringent specifications, please write in confidence with career summary and salary details to Hilary Campbell quoting reference HC/945.



Peat Marwick Selection & Search

7 Tib Lane, Manchester M2 6DS

UNADVERTISED VACANCIES?

MAKING A CAREER MOVE?

Do you know how to? We do! We also know that most senior positions are not advertised. Our experience can help you find them and solve your job search problems. Unemployed clients are successfully registered for consultancy or interim management assignments. At Top UK Consultancies we use our outplacement service.

Special service for EOPATS.

Call your nearest office for a meeting without cost.

32, Southview House, Wokingham, RG40 3AB Tel: 071-324 2870 Fax: 071-324 2870

22, Southview House, Wokingham, RG40 3AB Tel: 071-324 2870 Fax: 071-324 2870

Connaught Mainland

APPOINTMENTS

ADVERTISING

appears every

Wednesday & Thursday (UK),

and Friday (international edition only)

QUALIFIED ACA £30,000 + CAR + BENEFITS

Leading City commodity brokers wish to appoint a young and enthusiastic Accountant for a challenging position within Finance.

The ideal candidate will have at least 2 years commercial experience encompassing all financial and management accounting procedures and must be fully conversant with computerised systems and Lotus spreadsheet.

Please contact Lorraine Steel 071-224 5250 or write to her at Spectrum Ltd., 60 Marylebone Lane, London W1M 5FF.

Partnership Secretary

£60,000 + package

London

Davies Arnold Cooper is a successful legal practice with a steady record of growth over the last 15 years. The firm has a wide portfolio of services but is renowned for its commercial litigation and insurance work. With a young partnership base the practice prides itself on being professional and dynamic.

The practice, with over 30 partners and offices in London, Manchester, Brussels and Madrid, now seeks to recruit a senior financial manager into the post of Partnership Secretary. The role will involve strategic decision making, systems development and financial management.

Candidates should be qualified accountants with at least five and preferably ten years' post-qualification commercial experience.

The ideal candidate will have a confident, youthful and dynamic approach. Candidates should also possess the ability to contribute to all areas of the business, together with the capacity to progress beyond the immediate scope of the role. Previous knowledge or experience of professional partnership accounting would be a distinct advantage as would experience of computer systems development.

A salary in the region of £60,000 is offered, together with a car and the usual benefits associated with a position at this level.

Please write, in confidence, to Sean Connolly at the address below quoting reference number SHC.1513.

STOY HAYWARD CONSULTING

8 Baker Street London W1M 1DA Fax: 071 487 3686. A member of Horwath International

Finance Director

West Yorkshire

to £35,000 + Bonus + Car

Our client is an autonomous £9 million turnover engineering subsidiary of an acquisitive, rapidly expanding UK PLC. Its products have an enviable reputation within the world automotive market, with over a third of the turnover being exported. Future growth will be ensured by improved product quality and further market penetration both in the UK and overseas.

Reporting to the Managing Director, you will be responsible for all aspects of the Finance and D.P. functions, with initial emphasis on the enhancement of integrated computer systems including MRPII. The successful applicant will be expected to contribute significantly to

strategic business planning and the overall commercial management of the business.

Candidates, aged 30+, will be qualified Accountants with in depth experience of financial management gained in a manufacturing environment. Applicants must be able to demonstrate strong communication skills and the ability to make an effective contribution to the profitable development of the company.

Comprehensive relocation facilities are available where appropriate. Interested applicants should write to: Frederick Howie MA, ACMA, Regional Manager, quoting ref: L8548, at Michael Page Finance, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. Tel: (0532) 450212.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Finance Director

London

£50,000+ benefits inc. share options

Our client is a trading group with a turnover of over £100m. It has operations throughout the world and is one of the leaders in its market. The subject of a successful MBO a couple of years ago, the group is owned by the management and the investing institutions.

There is now a need to recruit a Finance Director for the Head Office in London. As a member of the small HO team, this individual will be responsible for all finance and accountancy matters throughout the group including Treasury Management. About 20% travel is involved and the role also includes that of Company Secretary.

You should be a qualified accountant, probably aged 35-45, preferably with some experience of trading concerns. You must be able to cope with both strategic decision-making and day-to-day routines; a 'sleeves rolled-up' approach will be necessary from time to time - the HO team is a very lean one. An ability to quickly gain the respect of demanding market traders, as well as effective man-management, will be critical to success in the role.

If you think you are the self-starter we are seeking, please write to Geoffrey Rutland, FCA, AII, at the address below, quoting the reference 1655, and giving concise career and salary details and a daytime telephone number, or phone him on 071-489 9000 (office) or 081-878 8395 (home).

BDO CONSULTING

BDO Consulting
20 Old Bailey London EC4M 7BH

Finance Director Designate

West End
£40,000 + Car

Our client has achieved recognition as a specialist in the provision of professional services to industry and commerce. Whilst formed only five years ago, the company has continually developed and expanded its quality services and, as a result, has built up a range of assignments with a first class blue-chip client base.

As a direct consequence of this organisation's success and their expansion plans for the future, there is an immediate requirement to appoint a highly motivated and commercially astute Finance Director designate who will play an essential part in the running of the business. The role, reporting directly to and working closely with the Managing Director, will assume full accounting and financial responsibilities. Furthermore, as the company is poised for rapid growth the appointee must bring sound commercial

direction and vision to the business in assisting its future prosperity. Candidates, aged in their 30's, should be qualified accountants with a practical, short sleeves and enthusiastic approach to these responsibilities in addition to having good organisational ability. This is an excellent opportunity and a real challenge to progress with a highly ambitious group.

Please telephone or write enclosing a full curriculum vitae quoting ref: 561 to:

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

Appointments Advertising

appears every

**Wednesday,
Thursday
and Friday**
(International Edition only)

For further information please call:

Jennifer Hudson
071-873 3607

Richard Jones
071-873 3460

Denise Morrice
071-873 3199

FINANCIAL TIMES

FINANCIAL CONTROLLER

Milan
Construction Industry
Salary negotiable

Our client, a newly established Italian company jointly owned by one of the United Kingdom's leading construction and civil engineering groups, is seeking an ambitious Italian-speaking Financial Controller to become a key member of its senior management team.

Based at the headquarters in Milan and reporting to the Italian Managing Director, you will be responsible for the introduction and implementation of proper systems and controls for cost management, preparation of company accounts and all other aspects of the company's financial affairs.

Bilingual and unlikely to be aged under 30, you should have broad-ranging financial and administration experience gained at a senior level in industry. A relevant British or Italian qualification is essential, and a knowledge of the construction industry would be an advantage.

Salary is negotiable and will not be a barrier in selecting the best applicant. Benefits are those expected from a successful progressive employer, including relocation assistance to Italy, as appropriate.

Please send full career details, quoting Ref: G2062/FT, to PA Consulting Group, Advertising and Communications, Number Two Blythwood Square, Glasgow G2 4AD. All replies will be forwarded to our client. Please list separately any companies to which they should not be sent.

PA Consulting Group
Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

Director - Financial Controller

Major Services Group

Up to £60,000 Package

London

Outstanding challenge for a first class finance professional to apply skills from industry in the management of change within a dynamic, commercially driven public corporation. Opportunity significantly to affect the bottom line.

THE COMPANY

- ◆ High profile public group.
- ◆ Numerous subsidiaries operating on an autonomous basis.
- ◆ Substantial capital expenditure programme and demanding financial targets.

THE POSITION

- ◆ Full responsibility at Group level for management accounting and control. Report to Main Board member.
- ◆ Key role in developing and implementing effective control systems.

- ◆ Stimulate and co-ordinate businesses to generate continuing cost and efficiency improvements.

QUALIFICATIONS

- ◆ Tough, commercially minded Accountant, preferably Chartered, aged 35-45.
- ◆ Senior financial management experience from a major, sophisticated, tightly controlled industrial or commercial group.
- ◆ Enthusiastic and hard driving, diplomatic manager of change.

Please write, enclosing full cv, Ref J5145
54 Jeramyn Street, London, SW1Y 6LX
071-493 6392

S

N

SENIOR FINANCIAL RECRUITMENT

LONDON

SLOUGH

BIRMINGHAM

MANCHESTER

BRISTOL

GLASGOW

ABERDEEN

Finance Director

Leading Regional Newspaper Group

c. £50,000 + Options

Hants/Dorset

Successful media plc requires an accomplished and able finance professional to lead a class business orientated finance function, and to play a significant role in creating and developing future strategy.

THE COMPANY

- ◆ Well established, diversified communications group. Market leading stable of local daily, weekly and free newspapers.
- ◆ Subsidiaries across Southern England, decentralised operations. Turnover circa £80m.
- ◆ Strong balance sheet. Minimal gearing. Record of acquisitions.

THE POSITION

- ◆ Key board position responsible to the Chief Executive for all financial and accounting matters.
- ◆ Liaising with City and other professional advisers. Optimising shareholder relations.

- ◆ Assessing and enhancing procedures as necessary. Full strategic involvement.

QUALIFICATIONS

- ◆ Committed and pro-active finance director. Proven performer, ideally with plc experience.
- ◆ Sound knowledge of tax, treasury and corporate financing. Ambitious and commercially minded.
- ◆ Developed communication and negotiation skills. Calibre to operate at the strategic level.

Please write, enclosing full cv, Ref AK0206
37 Queen Square, Bristol, BS1 4QS
0272 308639

S

N

SENIOR FINANCIAL RECRUITMENT

LONDON

SLOUGH

BIRMINGHAM

MANCHESTER

BRISTOL

GLASGOW

ABERDEEN

GRAND METROPOLITAN

... adding value



The Grand Metropolitan Group is universally recognised as a dominant global force in the highly competitive international branded food, drinks and retail sectors. It has sustained an exceptional record of compound growth through consistently producing high quality products to which value is added by powerful branding and marketing. The Group is well positioned to sustain and develop a diverse portfolio of businesses through its significant financial and management strengths.

DIRECTOR OF FINANCIAL PLANNING

West End

c.£65,000 + Bonus + Car

Reporting to the Group Financial Controller, your responsibilities will include the control and coordination of the Group Financial planning process, both short range and long range, through extensive liaison with sector and divisional personnel together with group finance related functions. You will be required to establish effective working relationships with senior management in a decentralised environment, providing strong functional leadership for the achievement of objectives by consensus.

A high degree of self-confidence, presence and credibility are essential characteristics in order to meet the challenges of this demanding, high profile role.

You should possess an impressive record of career progression within a large corporate environment, and hold a recognised accounting qualification. Familiarity with PC-based financial modelling techniques is considered essential. (Ref: 0397)

Both of these high profile positions will offer an attractive salary, performance related bonus, executive car and associated benefits. Prospects for career advancement within this progressive and demanding environment will be limited only by personal ability.

ST. JAMES ASSOCIATES

MANAGEMENT SELECTION

32 OLD BURLINGTON STREET, LONDON W1X 1LB FAX: 071-287 2821. TELEPHONE: 071-287 2820.
A GKR Group Company

DIRECTOR OF FINANCE SYSTEMS

Uxbridge

c.£45,000 + Bonus + Car

Reporting to the Business Systems Director, this newly created position will be responsible for designing and implementing finance initiatives which will assist the operating companies to deliver major business benefits. The role is advisory and developmental in nature, and will involve substantial liaison with financial management, to ensure that high quality management information is available to ensure swift response to the needs of this fast moving business.

Persuasiveness, self-motivation and sound commercial acumen are essential characteristics for success in this high profile role in which the ability to effect change is vital.

Candidates, preferably in their mid-thirties, should possess significant finance systems experience, within both a line management and management consultancy environment. A recognised accounting qualification is considered desirable. (Ref: 0400)

For further information, please contact James Hyde, Managing Director, on 071-287 2820 or, alternatively, send a detailed CV to the address below, quoting the appropriate reference number in each case.

System Software Associates

SSA

The world's largest independent IBM mid range application software company.

Finance Director, Europe
Frimley, Surrey

SSA Europe's exponential revenue and profit growth over the last 3 years and success throughout Europe has led to the requirement to appoint a Senior Financial Executive.

Reporting to the Managing Director of SSA Europe Ltd, the successful applicant will become a key member of the small, highly successful Executive Management Team executing the strategy to further develop and manage SSA's European business.

The successful candidate will have a proven track record of using the finance function to support management and business objectives. Will be professionally qualified and have excellent technical skills to include financial accounting, analytical and internal systems. Will have multi-national company experience and knowledge of the European market-place. Will have a high energy level and enjoy working in a dynamic, challenging and fast moving environment with highly motivated colleagues.

If you feel you meet the above criteria and would be enthusiastic to join one of the fastest growing and most successful software companies in Europe, please write to the Terry Osborne, Managing Director, SSA Ltd, Frimley Business Park, Camberley, Surrey GU16 5SG. Tel: 0276 692111.

BPCS & AS/SET

FINANCIAL CONTROLLER

• A future Financial Director •
Surrey to £40,000 + bonus, car & benefits

Our client, the UK affiliate of a US based organisation, is a rapidly expanding supplier of consumer services in the UK with future plans for expansion into Europe. The markets in which our client operates are particularly fast moving and competitive and the need to recruit a highly able Financial Controller is imperative.

Reporting to the Finance Director the successful candidate should have familiarity with US accounting principles as well as previous exposure to an international environment. As the company expands and looks towards Europe, the continuing development and enhancement of computerised systems and controls will be an important facet of the position. Equally important will be the flexibility to lead and

motivate a financial and accounting team of around 35 people.

Successful candidates will have a level of technical ability which together with highly developed interpersonal skills will quickly enable them to gain credibility both within and outside the accounting function. Energy, drive and a strong commercial orientation are also prerequisites for a role which will lead to director status in due course.

Interested candidates should send a full CV to Diana Westlake, quoting reference A1234 and providing remuneration details and day and home telephone numbers. Our client will have sight of all applications; therefore please list any companies to whom your cv should not be sent.

KPMG

Selection & Search

70 Fleet Street, London EC4Y 1EU

Financial Controller

Surrey,
c £30,000,
Car, Benefits

As the acknowledged market leader in the distribution of highly specialised pipeline products, this £30M company is a subsidiary of a highly successful British plc engaged in a wide range of supply related activities.

Through its multi-site distribution network it has built an unrivalled reputation for its quality of service and customer support. Reporting directly to the Managing Director your key task will be to review the current accounting system and introduce improved reporting methods and tighter financial controls where necessary. As a member of the management team you will be expected to play a pro-active role in formulating the strategy and direction of the company. The Total Quality philosophy of the company must be embraced and will require the introduction of measures to ensure this is achieved.

Demonstrating broad based commercial acumen, your financial management skills will be well developed and ideally gained in a service orientated industry. Aged 30 plus and ACA/FCA qualified, you must possess the professional attributes of an accomplished manager and communicator.

Long term career prospects are excellent for candidates able to demonstrate the commitment and professionalism that are the hallmark of this company.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: C. Jenkins, Hoggett Bowers plc, George V Place, 4 Thames Avenue, WINDSOR, SL4 1QP, 0753-850851, Fax: 0753-853339, quoting Ref: T11030/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, EDINBURGH, LEEDS, LEICESTER, LONDON, MANCHESTER, NEWCASTLE, WINDSOR AND EUROPE

مكازم التوظيف

FINANCE DIRECTOR

Growth Manager & Strategist

Sussex up to £60,000 cash package, equity scheme, exec benefits

Our client has become an independent world leader within its sector of avionics and high technology electronics through continuous innovation, which has led to an impressive record of consistent growth. A Finance Director with a proven track record in the management and achievement of growth is now sought to join the main board to help the team take the company through the £100m per annum turnover figure.

A member of the main holding company board, the appointee will be expected to advise on and contribute to short and long term strategies, their implementation and communication to management. Project control experience will be necessary, as will evidence of successful treasury, cash and taxation management. Responsibility will encompass the IT function and entail the complete review and subsequent enhancement of all financial and management information systems. He/she will also

assume responsibility for company secretarial, risk and legal matters.

Suitable candidates should fit into an entrepreneurial environment, have the presentation skills to liaise, in conjunction with the Managing Director, with investors and other third parties. A previous Finance Director role in a growth engineering and manufacturing organisation, together with experience in aerospace/electronics within an international marketplace, would enhance an application. The line management of a 30-man team will require good 'people' skills.

The remuneration package will include a negotiable share ownership scheme; relocation assistance will be provided where necessary. Interested candidates should send comprehensive CVs together with present remuneration details, day and home telephone number to James Forté at the address below, quoting ref. D075.

KPMG Selection & Search
70 Fleet Street, London EC4Y 1EU

CONTROLLER

SWITZERLAND

Manufacturing and Distribution

Our client is a rapidly growing Swiss based international subsidiary of a US parent company. They seek a Controller to take complete financial responsibility for its high added value consumer products business, including manufacturing and distribution operations.

The job holder will report to the Chief Financial Officer in the USA and the local General Manager. Managing a small department, your responsibilities will include financial control, analysis and reporting, budget preparation and analysis, general accounting, cash management and multi-currencies, treasury, MIS and inventory management activities. You will also work closely with tax accountants and external auditors.

Candidates for the position must be

graduate, CPA or Chartered Accountants with at least ten years' post qualification experience in industry. You must have line management experience in a manufacturing or distribution business, preferably with a company not exceeding \$200 million turnover, in an international environment. You should also have hands-on experience of developing financial controls, reporting systems, budgeting, standard costing and multi-currencies. The ability to speak fluent French is a distinct advantage.

The compensation and relocation packages will be excellent. Please send your career details, including current salary details to Barry Skates at our Maidenhead office. From overseas, the fax number is: 44 628 770065.

MKA RECRUITMENT SEARCH AND SELECT ON LIMITED
MKA HOUSE, 100, KINGSWAY
MIDLESEX, LONDON W2 7LH
TELEPHONE: 0181 755 5555
FAX: 0181 755 5555

MKA

BELGIUM • FRANCE • GERMANY • ITALY • SPAIN • SWEDEN • SWITZERLAND

Financial Controller

Rural Lincolnshire

c£33,000 + Car + Benefits

Our client is a £250m turnover FMCG subsidiary of a £3.5 billion turnover group, and comprises four divisions - processed fruit and vegetables, meats, petfoods and chilled products.

Its continuing dramatic growth has been ensured by progressive management of the business and the acquisition of leading brands.

A position has arisen for a Financial Controller within the Fruit & Vegetable Division. Reporting directly to the Managing Director of the Division, with functional responsibility to the Company's Financial Director, your main responsibilities will include:

* Cost management/performance enhancement.

* Budgetary control.

* Capital expenditure.

* Cost accounting.

* Accounts payable/receivable.

* Interpretation/analysis of monthly management information.

* Fixed asset control.

* Cash management.

To be considered for this role, a strong personality and excellent communication skills are essential, as you will be working closely with both management and production staff in a dynamic environment. You must be a qualified accountant, preferably in your mid 30s, with several years' managerial experience, preferably in FMCG.

The salary package is negotiable, and relocation facilities will be provided where appropriate.

To apply, please write with full curriculum vitae to Richard Andrews at Michael Page Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.

MP

Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Newly/Recently Qualified ACA's

Acquisitions/Projects/Strategy....

City to £30,000 + Car + Mortgage

'Corporate Development' is a dynamic and challenging business environment covering numerous financial projects. Our client is a UK blue-chip Merchant Bank who have created a role for a young ambitious Chartered Accountant (24-28) currently with one of the major practices. This high profile role will provide exposure to:

▲ Acquisitions

▲ Strategy

You must be self motivated and confident in your ability to perform at the highest level, which means that well developed communication skills will be essential. You must be computer literate and preferably possess some experience of "specials" outside of mainstream auditing.

Having gained your business qualification, this is an ideal opportunity to apply your technical skills within a fast moving commercial environment. A formal induction and training programme ensures you create a smooth and successful transition. Outstanding individuals can expect early recognition and rapid career progression.

Newly/Recently Qualified ACA's seeking a first move into Banking, away from line accounting, should contact STEPHEN BOWIE on 071 404 3155 at Alderwick Peachell & Partners Ltd., 125 High Holborn, London WC1V 6QA. Fax 071 404 0140. Applications are advised to be made promptly.

**Alderwick
Peachell
& Partners Ltd**

Financial Controller

To £40,000 + Car + Mortgage

Central London

Our client is a prestigious group of companies providing specialist investment services. The group is undergoing considerable reorganisation following a recent change in ownership which is expected to result in expansion within both the domestic and international markets.

A new role has been created to support the group's continued development. Reporting to the Group Finance Director, the scope of this opportunity is wide, with particular emphasis placed on the improvement and overall management of the financial function. Specifically, this will require developing the group's financial systems to provide pertinent management information.

Candidates should be qualified accountants in the age range 28-35 with good technical and staff management abilities. Experience of consolidations, developing management

information and implementing computerised systems is essential and knowledge of the financial services sector would be advantageous but is not a prerequisite. The role will suit a self-motivated individual who enjoys working autonomously in the smaller company environment.

Please reply, in confidence, quoting reference number CA296, giving career and personal details to Carrie Andrews at Ernst & Young Corporate Resources, 21 Conduit Street, London W1R 9TS.

ERNST & YOUNG

FINANCE DIRECTOR, EUROPE

Key Business Manager

Uxbridge to £50,000 + car + benefits

**MAYNE
NICKLESS
LIMITED**

The Mayne Nickless Group, as one of Australia's largest public companies, offers a truly international network of services. Sales revenue from its transport, security and healthcare activities, spanning 16 countries, was in the region of £12 billion in 1989/90. Best known in the UK as Parceline, DPE, Security Express Limited and Armaguard and in Europe as Heijden Transport, DPE International, GMIC Seguridad and Transportes Helguera, the company is extending its European profile by measured growth through development and acquisition.

The Group seeks a seasoned accountant to join a lean European head office team to play a key role in the identification and shaping of corporate strategies and goals for the European operations. With overall responsibility for the coordination of accountancy, treasury, risk

management, taxation and company secretarial activities, a combination of strong technical and managerial skills with long term strategic vision is essential.

Applicants must demonstrate a successful track record of financial management within an international/European environment and should have had interaction at board or senior management level, requiring strategic input and an understanding of a large company's long term goals.

An accountancy qualification is essential and European language skills would be a strong advantage since communication with colleagues and the ability to adopt a flexible approach will be essential to the success of the role. To apply, please send a full curriculum vitae giving current salary details to Hilary Douglas, quoting reference M8923/L.

KPMG Selection & Search
70 Fleet Street, London EC4Y 1EU

Financial Controller

Sussex

c£35,000 + Car

Our client is a subsidiary of one of the UK's largest financial services organisations. In the last three years they have established themselves as a major force within the property services industry, this growth being achieved both organically and by acquisition. Their objective is to become a market leader in the next three years.

One of the keys to their success has been strong financial control throughout the organisation. Currently, due to growth within their operations in the South of England, they now need to recruit a high calibre Financial Controller.

Reporting to the subsidiary's Managing Director, specific responsibilities will include:-

* overseeing the preparation of management and statutory accounts

* systems development

* strategic planning - specifically focussed on development through acquisitions as well as organic growth

* responsibility for non-accounting departments

The successful candidate will be aged 30+, a qualified ACA/ACMA/ACCA ideally with post qualification experience gained within a commercial, expanding organisation. Essential personal qualities will include a strong, disciplined approach with well developed interpersonal skills and proven management experience. In addition, they must have the determination to succeed within a professional environment.

An attractive remuneration package will be offered with a flexible salary to ensure the best candidate is attracted, as well as relocation assistance, fully expensed company car etc. Career prospects are excellent.

Interested applicants should contact Richard Wright at Michael Page Finance, Cygnet House, 45/47 High Street, Leatherhead, Surrey, KT22 8AG or telephone him on (0372) 375661.

MP

Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

GROUP FINANCE DIRECTOR

Young "High Flyer" for Dynamic Plc

North West

c£35,000 + car + share options + benefits

In only two years under a new Chairman, this ambitious Group has laid the foundation to develop a substantial business aimed at the provision of goods and services to clearly defined niche markets.

They have quickly established three profitable divisions, each with scope to grow both organically and by acquisition. A successful introduction to the USM in 1990 has served to provide further funds to make this happen, and has also raised their profile as a group with high potential.

This is an outstanding opportunity to join the Board as a key player in the creation and management of growth. As Group Finance Director and Company Secretary you will report to and work closely with the entrepreneurial Chairman and provide a range of commercial and financial services including group reporting, treasury control and corporate development and finance. Since the group is highly acquisitive you will be involved in targeting and making acquisitions which will include liaison with City institutions and professional advisors. The subsequent integration of

such acquisitions will also be your responsibility.

Likely to be in your early 30's, you will be a Chartered Accountant with an excellent academic and professional track record, preferably combining exposure to both corporate finance and commercial management within a Plc environment. You will be hungry for a brief that will be demanding both in terms of total commitment and intellectual ability. Most importantly you will possess the commercial flair, incisive business judgement and interpersonal skills to quickly establish credibility with the Board and the Company's advisors.

The salary and benefits package will reflect the importance of the appointment and will not prove to be a limiting factor in the final selection process.

Interested applicants should forward a curriculum vitae in complete confidence to Alison Hill at Stark Brooks Associates, 2nd Floor, 51, James's Buildings, Oxford Street, Manchester M1 6PQ or telephone her on 061 236 1212 evenings and weekends 061 941 7477.

STARK BROOKS ASSOCIATES

Accountancy Recruitment Consultants

MANCHESTER ♦ LEEDS

مكاتب الأخصائيين

VIII

Manufacturing Accountant

Essex

£30,000 package

Our client is a leading high quality cosmetics group that manufactures and markets well known ranges of branded products. This profitable group with operations worldwide and turnover in excess of £100m is going through an exciting phase of development and improvements that is affecting all aspects and disciplines of the business.

As a part of these changes, in a fast moving environment, the new appointment of a Manufacturing Accountant is to be made. The company is multi-sited, and although reporting to the Finance Director, the position is the senior financial post on site. As such, with a team of eight staff, the role will work closely with the Manufacturing Director. Key requirements for this position are for strong experience in implementing computerised systems, along with sound knowledge of standard costing and all other financial matters

that impinge on the production operations. Candidates will be qualified accountants, aged late 20's, with good inter-personal skills, practical common-sense and an ability to make positive changes and improvements to the workings of the operations. Career prospects with this group are excellent. Please telephone or write enclosing a full curriculum vitae quoting ref: 562 to:

Philip Cartwright FCMA,
97 Jermyn Street,
London SW1Y 6JE.
Tel: 071-839 4572

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

FINANCIAL PLANNING AND DEVELOPMENT MANAGER

Surrey

c£35K + bonus + options + car

Our client, a medium-sized UK plc with overseas subsidiaries, has a strong, cash-rich, balance sheet and is poised to enter an exciting period of both organic and acquisitive growth. The company wishes to strengthen the small, ambitious head office team and seeks an individual to assume a broad ranging role. Working closely with the Board, responsibilities will include business planning, group consolidation work, preparation of statutory accounts plus involvement with acquisitions, corporate taxation and company secretarial duties. The appointee will be a computer literate, qualified accountant, aged 28-35, with preferably some post-qualification industrial experience ideally gained in a group environment. Personal characteristics sought include a pro-active attitude, a lively and enquiring mind, a flexible approach to work and the ability to communicate at Board level.

The package includes a basic salary of circa £35K, performance related bonus, company car and the usual fringe benefits. Share options will be made available after a period of satisfactory performance. For further details write with CV to Peter Page, Divisional Director, Anderson Smith Management Personnel Ltd., 50 Bridge Street, Northampton NN1 1PA, quoting ref. PP10.

Anderson Smith
EXECUTIVE SELECTION & SEARCH
NORTHAMPTON OSTERHAM



GROUPWIDE RESPONSIBILITY AND INTERNATIONAL INVOLVEMENT IN NEWLY-ESTABLISHED ROLES

Reading

c. £30,000 + car + benefits

Acquisitions, joint ventures, new business development, significant capital projects and quality/efficiency initiatives are all characteristic of the business environment of today's Thames Water Group. As a FTSE 100 company, we have developed into a global

business with net assets in excess of £1.3 billion and are aiming to achieve £1 billion turnover worldwide by 1992. This is a time of change and challenge for Thames Water and we are now looking for two high-calibre professionals to contribute to our future growth.

Investigations and Special Audits Manager

In this newly-created role, you will be instrumental in adding value to our business. Responsible to the Group Chief Auditor, you will manage and lead investigations, special reviews and designated special audits throughout the Group, which includes international subsidiaries. A graduate ACA or equivalent, you will demonstrate an

extensive range of professional experience, including audit, investigation and special work and preferably some international exposure. Self-motivated and confident; you will be able to communicate effectively at all levels and have the flexibility to achieve results in an environment of change. Ref:- GA/MG1-59

Assistant Treasurer - Commercial Services

Part of our small, well-established Treasury Department, this new position will give you responsibility for the control of banking facilities worldwide. You will make full use of your experience in loan documentation, export finance, issuing contract bonds and guarantees and opening and negotiating letters of credit.

Professionally qualified, you will come from a corporate treasury background and be familiar with the many different financial markets in which a Treasury operates. Excellent communication and negotiating skills are essential and you will enjoy the opportunity to take initiatives in developing the role. Ref:- GT/MGE-V5

Both these positions offer the scope to make real impact and the opportunities for future progression within the Group are excellent for those with the necessary commitment and ability.

We offer a competitive package including company car, contributory pension scheme, BUPA, PRP, relocation

assistance, where appropriate, and staff restaurant.

Please write with your cv, quoting the appropriate reference number to Sharon Bignall, Personnel Officer, Thames Water plc, Nugent House, Vastern Road, Reading RG1 8DB.



GROUP FINANCIAL CONTROLLER

Brussels

Excellent Salary Package

Our client, an international service organisation, with operations in most of the major economic centres, continues to experience an enviable growth record within its particular niche market.

Due to this expansion, the group coordination centre, based in Brussels, seeks to appoint a Group Financial Controller to complement the Senior Management team.

Key responsibilities will include the development of management information systems, accounting policies and reporting procedures.

As a qualified accountant you will have a minimum of 5 years international commercial experience, probably within a multi-currency environment.

You will already possess proven management and communication skills and have worked effectively under pressure.

In return the successful candidate will receive an excellent salary package plus unrivalled career opportunities within a fast expanding group.

Interested applicants should telephone Paul Cashman on 010 322 648 47 47 (fax 010 322 640 861), or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
512 Avenue Louise BTE 3
1050 Brussels
Telephone: 010 322 648 47 47

Finance Director

North West England
Circa £35,000 p.a.
+ car & benefits

Our client is a major operator in a Service Industry which wishes to appoint a new Finance Director to co-ordinate a disparate multi site finance function into a centralised computerised operation. Systems will need to be overhauled and particular emphasis placed on tight time schedule management reporting, stronger credit and cash control, and budget preparation and presentation.

Candidates (30-40ish) will be qualified Accountants with senior finance management experience and importantly a commercial rather than pure accounting approach to the function. The remuneration package is very good and potential for the appointment above average.

Apply in confidence, quoting Ref. 616, to Hamilton Howatt, FCA., ERP International, 310 Chester Road, Hartford, Northwich, CW8 2AB, enclosing C.V. and stating how you meet our clients requirements. Both men and women may apply.

ERP

in association with
John Courtis and Partners

HEAD OF FINANCE

"Challenging senior finance role at a time of major change within the NHS"

Tyne & Wear

c.£37,000 + Lease Car
+ PRP + Benefits



**Northern
Regional Health
Authority**

The health care of over three million people in the region is delivered through 16 district Health Authorities and 9 Family Health Service Authorities at an annual cost of around £1.3 billion. In addition to determination of policy and strategic vision, the Regional Health Authority is responsible for ensuring that the regional allocation is managed effectively in order that required levels of service, performance and quality are achieved.

This is a key role and as a member of the Top Management Group based at the Regional H.Q. in Newcastle, you will play a vital part in guiding the Region through the major changes currently underway within the NHS. Reporting to the Executive Director - Finance and Business Strategy, the successful candidate will be responsible for a team of around 50 people providing leadership and support to colleagues throughout the region in achieving the objectives of the reforms and the region's strategic goals. In this wide ranging role, accountability will also encompass the financial control of the Region's H.Q. activities including a number of Trading Agencies.

Highly pro-active, candidates must be able to demonstrate strong communication and managerial skills, and be capable of developing ideas and instigating change in a rapidly evolving environment. A strong record of achievement in or outside the public sector is essential, together with the personal flair and vision to lead a highly motivated team. This represents a challenging career opportunity for an ambitious, qualified Accountant, to make a worthwhile contribution to one of the most fundamentally important services in the area.

For further information, please contact Kevin A. Gordon, Regional Director, quoting ref: 91M/1591FT at Daniels Bates Partnership Ltd., 5th Floor, Sun Alliance House, 16 Albert Road, Middlesbrough TS1 1PR - (0642) 248111.

**Daniels
Bates
Partnership**
PROFESSIONAL RECRUITMENT

Offices throughout the UK

Finance Director

To £40,000 + car + benefits

Greater Manchester

Our client, a highly successful manufacturing/distribution company with a turnover of c£5M is poised for significant and exciting growth.

In line with the considerable organisational and strategic developments that will accompany this growth, a commercially minded, 'hands-on' Finance Director is required to join a management team headed by a dynamic, entrepreneurial Chairman.

With responsibility for Finance, Computer Systems, Administration and Personnel, the appointee will have a crucial role in ensuring the smooth running of operations through the effective management of people and the establishment/development of sound systems across the company.

Applicants must have extensive experience in manufacturing/distribution accounting systems. The successful candidate will be a qualified accountant, aged 35-45 with first-hand experience of evaluating,

implementing and up-dating a range of information support systems.

Personal qualities must include maturity, adaptability and a high degree of self-motivation blended with initiative, energy and commitment.

For the ambitious individual dedicated to the pursuit of quality through team effort this opportunity offers exceptional prospects.

Please apply in writing, giving CV and salary details and quoting reference F/112/B, to Paul Bailey, Ernst & Young Corporate Resources, Lowry House, 17 Marble Street, Manchester M2 3AW.

ERNST & YOUNG

NATIONAL HERITAGE MEMORIAL FUND

Deputy Director (Finance) £24,641 rising to £27,871

The National Heritage Memorial Fund wishes to appoint a Deputy Director (Finance) who will be responsible, through the Director, to the Trustees for the supervision of all financial aspects of the Fund's activities. The Fund gives financial assistance to conservation bodies towards the acquisition and preservation of items of importance to the national heritage such as works of art, buildings and areas of countryside. Applicants will be expected to have experience in banking, accountancy, investment management, capital taxation, or such areas. The job also requires tact, diplomacy and negotiating skills.

Letters of application enclosing a CV should be submitted to the Director of the Fund, from whom further particulars are available, by 21 January, 1991.

The National Heritage Memorial Fund is an equal opportunities employer.

National Heritage Memorial Fund
10 St James's Street
London SW1A 1EF

Telephone: 071-930 0863

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

désire vous faire part d'un accord publicitaire avec LES ECHOS le quotidien de l'économie le plus important en France.

Une annonce dans le FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe.

Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi (le vendredi dans l'Edition Internationale du Financial Times).

Pour de plus amples renseignements, veuillez contacter:

STEPHANIE SPATT
071 873 4027

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

هكزامن النجمل

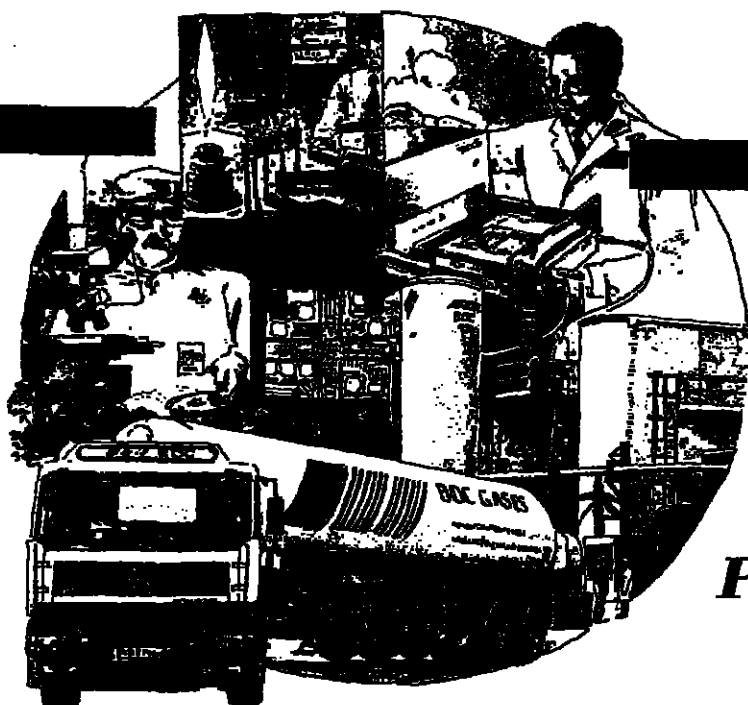
The BOC Group is one of a handful of truly world-class British companies. Their international success has been achieved by becoming world leaders in a range of diverse businesses which include Industrial Gases, Health Care products, Vacuum Technology and Distribution Services. In 1990, the Group's pretax profits reached a record £354 million, turnover rose to £2.8 billion, and their businesses operated in some 60 countries.

Based Surrey

BOC is now looking for a high-calibre Audit Manager to support their world-wide operations. Within broad policy guidelines, you will direct all aspects of the Accounting Control Department based at the Group's International Headquarters. Your duties will include the formulating and scheduling of audit plans, recruiting, training, reporting and administration. Above all it will be necessary for you to form close working relationships with the local Managing Directors and other Divisional and Group managers around the world. The objective is to provide a total business review activity which, not only advises the Main Board of the effectiveness of the controls over the Group's business but also, adds value to the operations

GLOBAL AUDIT+

A.U.D.I.T M.A.N.A.G.E.R



From £40,000 + car

themselves through its business-orientated approach and the high quality of its advice.

Such a challenging role demands an impressive background. A graduate Chartered Accountant in your mid 30's, you will have trained with one of the big firms and gained commercial experience in a line management or senior auditing position within an international company environment. A willingness to travel is essential as a great deal of time will be spent overseas.

The position offers considerable challenge and requires a high level of commitment. In return, the rewards offered are high and will vary according to the experience and potential of the candidate. Benefits include a fully expensed company car and relocation expenses, if appropriate.

Write with full CV, daytime telephone number and salary details, to Patrick Donnelly, quoting ref: F1/075.

PD Consultants

MANAGEMENT SELECTION
314/316 Vauxhall Bridge Road,
London SW1V 1AA.
Tel: 071-628 2273.

Audit Managers

To £40,000 + Car

This client is a major British Group with extensive service sector interests in the UK and overseas. It is a high-profile organisation with substantial financial strength and an experienced tough-minded management.

The two experienced Audit professionals now required will be expected to make a significant contribution to a high-quality audit function. It is a challenging and wide-ranging brief at a level which concentrates on the major exposures and control issues in the Group businesses and it will provide a high degree of individual responsibility. Good judgement; professional confidence; considerable drive and determination are essential requirements. Neither manager is expected to remain in audit; it is a secondary objective to use the roles as a testing ground for future top-level management opportunities.

Applicants should be graduate accountants ambitious for a successful commercial career who have several years audit management experience, either handling a relevant portfolio in a major audit firm or holding a responsible internal audit role in another major group. The audit base will be central London with substantial UK and overseas travel.

Please apply in confidence quoting Ref L466 to:

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 071-240 7805

Mason & Nurse
Selection & Search

Finance Director

In a £1/2 billion turnover division of a highly successful Plc supplying materials to the civil engineering and construction industry. The business is strategically positioned in Europe with major subsidiaries in high growth markets.

- **RESPONSIBILITY** is to the Managing Director for the achievement of high standards of financial planning, reporting, control and analysis.
- **THE NEED** is for a qualified accountant of considerable ability and energy, preferably a graduate or MBA, with practical experience of European accounting procedures. Language skills would be an advantage.
- **SALARY:** c. £50,000 plus share options and incentive bonus. Age 30s. West Midlands base.

Write in confidence, enclosing Curriculum Vitae, quoting reference 7345/FT to:-

TK

SELECTION

8 Hallam Street, London W1N 6DJ. Telephone: 071-580 6113, Fax: 071-631 5317
A DIVISION OF TYZACK & PARTNERS

Chief Financial Officer

For a long established financial services company, now a wholly owned subsidiary of a major European Insurance Group. There is a programme of rapid expansion.

- **RESPONSIBILITY** is to the Chief Executive for all aspects of the finance function particularly controls and systems. A contribution to strategy will be expected.
- **THE REQUIREMENT** is for a qualified accountant with commercial acumen and proven management skills, aged 35-45; experience of financial services would be preferred.
- **SALARY** is likely to exceed £50,000 p.a. plus generous benefits; North West base.

Write in confidence, enclosing Curriculum Vitae and quoting reference: T7281/FT to:-

TK

SELECTION

8 Hallam Street, London W1N 6DJ. Telephone: 071-580 6113, Fax: 071-631 5317
A DIVISION OF TYZACK & PARTNERS

Finance Director

NORTH WEST • CIRCA £30,000 + CAR

This is a high profile role with a young £8m+ plc poised for substantial growth over the next few years. The company is a volume producer of high technology products to a variety of markets and offers an excellent career opportunity for a commercially minded accountant seeking board level involvement.

The major emphasis of the position will be on overall direction of operations from a strong financial, statutory and administrative base. The person appointed will lead a small team charged with the provision of meaningful financial and management information and will also act as Company Secretary. Continued tight financial control is vital to further improve working capital and exploit the company's considerable growth potential. Candidates, in their thirties and qualified, must demonstrate experience and achievement within a plc and have comprehensive accounting experience including legal, pensions and insurances. As the controlling interest in the company is with a well known worldwide group, the ability to work and relate to larger corporate structures is essential.

Interested applicants (male or female) should send a detailed CV or ring for an application form on 0625 533364 (24 hours) quoting reference 1754/FT.



HUMAN RESOURCE CONSULTANTS
Emmott Court, Alderley Road,
Widnes, Cheshire SK9 1DX.
Telephone (0625) 532446

Appointments Advertising

appears every
Wednesday &
Thursday &
Friday
(international
edition only)

For further
information
please call

Jennifer Hudson
071 873 3607
Richard Jones
071 873 3460
Denise Morrice
071 873 3199

Financial Controller

Our client is a leading derivative clearer and is a large subsidiary of an international financial group. The operation has enjoyed considerable and sustained growth since its establishment and future plans will continue this trend.

Leading a small team, the Financial Controller will be responsible for the financial management of the business, most importantly operations accounting and the exercise of strict financial controls. In addition, he/she will further develop a new and increasingly important treasury function. The position reports to the Managing Director with a dotted line to the Group Financial Controller.

A Chartered Accountant is required with relevant experience gained in the financial services sector. As well as superior

technical skills, candidates will have well developed management abilities and the commercial awareness to enable them to contribute effectively as part of the management team.

Please send career and personal details, quoting reference F8299, to Frances A Bell, Ernst & Young Corporate Resources, 21 Conduit Street, London W1R 9TB.

ERNST & YOUNG

CORPORATE RESOURCES

INTERNATIONAL NATURAL RUBBER ORGANIZATION

INRO is an inter-governmental commodity organization, with headquarters in Kuala Lumpur, Malaysia. The organization was established under the International Natural Rubber Agreement 1979 and operates under the International Natural Rubber Agreement 1987. INRO invites applications for the post of:

SENIOR ACCOUNTANT

The successful applicant will be responsible for the overall accounting and financial functions of the organization and will provide advice to management and members on accounting and financial matters. The salary is at the level of UN scale PS and ranges from gross (before deduction of staff assessment) US\$45,000 to US\$61,000 per annum. Additional benefits in accordance with current UN scales would apply.

MAJOR DUTIES AND RESPONSIBILITIES:

- Under the general guidance of the Executive Director to:
- maintain accurate records of all financial operations and transactions including members' contributions, receipts, payments, and other financial data;
- prepare, present, and explain the organization's financial statements; and
- prepare and present reports on financial matters to management and the Executive Director.

- University degree with a major in accounting and Certified Public Accountant qualification or equivalent.
- At least five years working in a senior accounting position.
- Computer literacy is essential.
- Some foreign exchange experience is desirable.
- Experience of working in an international environment is preferred.
- Strong personality capable of independent work and the ability to motivate others is essential.
- Ability to communicate effectively in English.
- Fluency in English with knowledge of Chinese, French or Russian will be an added advantage.
- Maximum age: 55.

The appointment will be from 1 July 1991 and extend initially until the expiry of the current International Natural Rubber Agreement and subsequent agreements thereto.

Applications in English with full curriculum vitae must be received not later than 18 February 1991 by:
EXECUTIVE DIRECTOR, INRO,
P.O. BOX 10374, 50712 KUALA LUMPUR, MALAYSIA

MEDWAY PORTS AUTHORITY GROUP

DIRECTOR OF FINANCE - TOTAL PACKAGE c.£50,000 P.A.

The Medway Ports Authority is a progressive and diversified group with a continuous record of growth, now anticipating privatisation in 1991.

Reorganisation and future strategy present an attractive opportunity for a qualified accountant to complete the executive team and make a major contribution to the Group's future.

The ideal candidate is unlikely to be less than 35 years of age, will be from a commercially disciplined financial background and used to controlling the full range of financial services in a competitive and fast changing climate.

The salary and benefits package, including a basic salary of £35,000 per annum, an executive leased car, non-contributory pension scheme and a group profit share, will equate to c.£50,000 per annum.

Applications should be addressed to:-

The Deputy Chief Executive
Medway Ports Authority
Dockyard House
Sheerness Docks
Sheerness
Kent ME12 1RX

Help the Aged is a professional charity dedicated to providing advice and financial assistance in the care of elderly people.

As our operations continue to expand, we have created a new position reporting to the Executive Director of Finance. The successful applicant will be responsible for the setting up of the internal audit function to ensure that the Charity's accounting and administrative systems are run efficiently both at head office and in the field.

This will entail making regular visits to retail outlets and regional offices as well as our trading and housing divisions when you will offer advice on sound, secure and effective methods of financial and stock controls. You will also make recommendations to Management, suggesting the most efficient and cost effective application of systems and procedures, and carry out post project analysis where appropriate.

You should have well developed interpersonal skills, finding it easy to put your ideas across in an informed and friendly way. Ideally with a recognised accounting qualification, it is likely that you will come to us from an accountancy/general management background, having had a wide exposure to various business operations. You must also be computer literate and have sound business acumen. A full driving licence is essential.

Help the Aged offer a salary of around £22,500 plus car and benefits.

Please send full CV, to: Colin Mitchell, Personnel Director, Help the Aged, St. James's Walk, London EC1R 0BE.

Closing date 23rd January 1991.
An equal opportunities employer. Non-smoking offices.

Internal Auditor

London

Help the Aged

مكتبات الصحف

Systems Control Manager

Chartered Accountant
c £40,000 + Car

This client, one of the City's leading financial services organisations, is a highly profitable, independent and well-focused quoted plc, with a clear view of its markets and its corporate role. The Group has a major systems investment and an important programme of developments which include increasing co-operation with external organisations.

In order to strengthen the top management team the new role of Systems Control Manager has been created to upgrade the user interface with IT, to ensure that the right systems are built and accounting integrity is maintained. There is a well-established department of ten to manage, responsible for control over systems and the quality of input and reporting. Enthusiasm for the future development of the systems and good communication skills will evoke a ready response across the organisation.

Applicants should be chartered accountants, trained with a major firm, who have strengths in accounting in addition to audit. Several years relevant commercial experience in a substantial mainframe environment is essential, together with sound management skills. Age guideline 28-35.

Please apply in confidence quoting Ref L46710:

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 071-240 7805

Mason & Nurse
Selection & Search

NEW TECHNOLOGIES IN PERSONAL COMMUNICATION - A NEW OPPORTUNITY IN AUDIT MANAGEMENT

c£35k plus car & benefits

The Cable & Wireless Group is recognised around the world as a major force in the telecommunications industry. Now, with the launch of Mercury Personal Communications, we aim to revolutionise the U.K. domestic market with a new generation of personal telephones.

Over the next four years, through extensive investment and proven expertise, we shall build a cellular telephone network to meet the growing communications needs of the private customer market.

We are now looking for an experienced yet innovative Audit Manager who will join us at our impressive Docklands offices and assess the working methods and business practices within this new company. In order to reach our ambitious goals it is essential that the procedures we adopt will enable Mercury Personal Communications to operate economically and efficiently from the very first day of operation and throughout the rapid expansion of the next four years and into the next century.

This is a senior management role demanding the strength of personality, man management skills and negotiating abilities to

shape policies and attitudes within a large and developing organisation. A track record of previous success in a business launch would be an advantage.

You should be a fully qualified accountant with the breadth of financial, commercial and systems experience to assume full responsibility for planning, reviewing and monitoring the development of strategic systems in a continuously changing environment.

As well as a negotiable salary of around £35,000 p.a., you will enjoy a comprehensive benefits package including company car and BUPA.

If you have the combination of energy and experience to play this demanding but rewarding role in the shaping of a major new force in the telecommunications industry please telephone Rachel Hannon on 071-437 0464 or write to her, enclosing brief details of your career to date, at Robert Walters Associates, Recruitment Consultants, Queen's House, 1 Leicester Square, London WC2H 7BP.

Cable and Wireless plc
THE WORLD TELEPHONE COMPANY

APPOINTMENTS ADVERTISING

appears every
Wednesday & Thursday
(UK)
& Friday
(in the International
Edition only.)

For further information please call:
Jennifer Hudson
071-873 3607

Assistant Group Accountant

c£40K + car + financial sector benefits Based in the City

Our client is one of the foremost names in the UK insurance industry with an established reputation for sustained growth and excellent customer service.

As a result of recent restructuring, an opportunity has arisen for a qualified accountant to undertake the day-to-day management of the Group Accounts Department within the Company's head office.

This key role requires an exceptional combination of technical accounting skills as you will be organising and controlling the generation of management and financial accounting information from each of the substantial operating Divisions. You will also be instrumental in the development and implementation of corporate accounting strategy at the highest level.

You are therefore likely to be in your mid to late thirties with at least five years

broad experience in a corporate financial environment. You should have several years experience of managing and motivating professional staff and a proven capacity to operate close to Board level. We operate a sophisticated computer-based accounting system, so you must be computer literate and have experience in the development of corporate accounting systems.

In return you will be offered an excellent salary and benefits package including a mortgage subsidy and relocation assistance where appropriate.

If you have an outgoing and sociable personality and are capable of working in a changing environment, please send a full cv to Richard Knowles, MSL International (UK) Limited, Broad Quay House, Bristol BS1 4DJ quoting reference number 53216 or alternatively telephone on Bristol (0272) 276617.

MSL International
CONSULTANTS IN SEARCH AND SELECTION

MANAGEMENT ACCOUNTANT ENGINEERING DIVISION

Agent of Change; Facilitating Commercial Success
Swindon

c.£33,000 + car



National Power

National Power is Britain's largest generator of electricity. On the brink of privatisation, it has worked hard to re-position itself for the competitive marketplace, and is confident of future success. Strong management teams benefiting from increasingly sophisticated financial support will contribute to its winning formula.

With this in mind the new accountant will manage a small finance team within the Engineering Division and will face the challenging brief of developing and cementing the relationship between engineering and finance. Acting as an important communication channel, the accountant will develop and implement new reporting policies and techniques in conjunction with senior

management and will be instrumental in helping engineers achieve business targets. He/she will act as a focal point for all financial matters relating to the division and provide input for strategic planning and decision making processes.

To qualify for this key position, applicants must be skilled, professional communicators with a recognised accountancy qualification to support their expertise. Ambition and self-motivation are equally essential, combined with an understanding of large company reporting requirements and project based accounting systems. Please send a full curriculum vitae, salary details and a covering letter to Hilary Douglas quoting reference N456978.

KPMG Selection & Search
70 Fleet Street, London EC4Y 1EU

FINANCE FOR THE FUTURE

c£25,000 + Benefits

Northants

Whitworths Limited, a major division of the Napier Brown Group, is an expanding and successful company within the food processing and packaging industry. Our progressive philosophy of encouraging contribution and change, creates a challenging environment where creative, ambitious individuals can realise their full career potential. Central to our future business strategy will be the appointment of a Commercial Accountant and an Internal Auditor to our team of Finance professionals.

COMMERCIAL ACCOUNTANT

This is a first class opportunity for a qualified accountant with entrepreneurial flair to play a high profile role in the development of commerciality within the organisation. Working closely with other senior departmental executives, you will provide a financial perspective to the tactical and strategic decision making process. Particular emphasis will be placed on evolving the costing model, promoting a commercial approach to accounting practices and reviewing existing information systems. You will be operating with a great deal of autonomy and so the ability to act on your own initiative is essential.

INTERNAL AUDITOR

To achieve our overall policy of moving the company forward, it is essential that all strategic decisions are based on accurate financial data, underpinned by clearly defined auditing procedures and systems. In the role of Internal Auditor, it will be your responsibility to develop the auditing function from first principles to meet these corporate objectives.

Reporting to the Financial Director, the role calls for the ability to recognise the need for change and to implement it. Objectivity and diplomacy are therefore essential qualities, combined with a professional, practical approach. Ideally a Chartered Accountant, currently operating as an Auditor in a blue-chip environment, you must display the ability to examine the efficiency of the overall business and act in a consultative capacity to provide creative solutions.

Prospects for continued career progression for either position into a wider group role are excellent. The salary indicator of £25,000 should not be a barrier to application as the remuneration package will reflect your skill, expertise and experience.

Please write or telephone for a Personal History Form, stating which position you are interested in to: Mrs. C. Knox, Personnel Officer, Whitworths Limited, Victoria Mills, Wellingborough, Northants, NN8 2DT. Tel: 0933 650318 Ext. 238

Whitworths Limited is an equal opportunity employer and welcomes applications from all sections of the Community.

whitworths

A major division of the
Napier Brown Group

Appointments Advertising

appears every

Wednesday &

Thursday

& Friday

(international
edition only)

For further
information
please call

Jennifer Hudson
071 873 3607

Richard Jones
071 873 3460

Denise Morrice
071 873 3199

Financial Controller

Milton Keynes

£27,000 + Car

Our client, Alps Electric (UK) Ltd, is the successful and expanding British subsidiary of Alps Electric Company of Japan, a world class manufacturer of electronic components.

An opportunity has arisen for a Financial Controller to be appointed to take control of the designing and implementation of new systems, and for restructuring and day to day management of the finance department. This position has been newly created and will be instrumental in advancing the future growth of the company.

The successful candidate will need to demonstrate a full and detailed understanding of computerised and manual

accounting systems, and of their implementation, particularly in the key areas of costing and stock control, as well as having experience and achievement in a high volume, line production manufacturing environment.

Additionally, he or she will be ACCA/ACMA, and will possess strong personal qualities, including leadership, dedication and excellent communication skills.

For further information on this outstanding opportunity, please contact Mervyn Dinnen ACA on (0908) 690880 (evenings and weekends 0908-671007), or write to him at the address below:

ALPS

Financial Recruitment Services
Exchange House, 494 Midsummer Boulevard
Milton Keynes MK9 2EA

Financial
Recruitment
Services



Systems Liaison

A broad based management role
within Merchant Banking.

Our client is a prestigious UK Merchant Bank which very successfully combines an historical pride with a dynamic, forward-looking approach to business. As a result of an internal promotion we are looking for a Manager to head up a small, close-knit team responsible for providing an in-house business consultancy service throughout the Group. The Department's role, in essence, is to ensure that business users obtain the systems they require and operational areas make optimum use of IT possibilities. Ideal candidates, probably in their mid-thirties, will be degree holders, preferably with an accountancy qualification, who can demonstrate a thorough understanding of Merchant Banking procedures and experience of sophisticated computer systems in a

large multi-user, multi-product, multi-currency environment. Crucial personal qualities include initiative, tact and diplomacy and intellect to ensure immediate credibility at all levels. Flexibility, people management skills and the ability to communicate effectively also feature high on our list of requirements. All of this is a lot to ask of the targeted age group but, in return, our client will offer a salary/benefits package unlikely to disappoint the best.

Please send full career details quoting reference number A3390 to Malcolm Lawson at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1PF. Alternatively telephone 071-287 7007 during the working day or 03212 5580 in the evenings. Fax on 071-287 2391.

CJH Codd · Johnson · Harris

مكاتب التوظيف

Abu Dhabi, United Arab Emirates

Finance Director

Attractive Expatriate Salary and Benefits Package

Our client is one of the leading institutions of higher education in the United Arab Emirates. The institution was established in 1988 with the help of a specialised higher education consultancy firm. It now operates 6 colleges in the Emirates.

Our client is seeking to appoint an exceptional Finance Director who will manage the Finance function.

Reporting directly to the Vice Chancellor, you will be responsible for the development and implementation of sound financial systems including a budgetary control and resource allocation system.

Other key responsibilities will include:

- assisting in the development and implementation of a management information system

- preparation of financial statements
- the day to day running of the finance function
- leadership and effective management of the Finance staff
- the negotiation of funds from Federal Government
- liaising with the College Directors on all financial matters

Ideally you should be aged 35-45 with a recognised accounting qualification. Specific experience of developing and implementing accounting systems and procedures is important including experience of computerised systems. You will also have experience of operating as a senior member of a management team with an impressive track record.

Personal attributes are equally important and you should be able to demonstrate excellent communication skills, the ability to motivate and lead a team of staff and the desire to implement change.

In return the position offers a very attractive tax free salary and other benefits including relocation assistance.

Candidates should write, including full career and salary details quoting reference MCS/8897 to Mark Hershorne. The closing date for applications is 26th January 1991.

Executive Selection Division
Price Waterhouse
Management Consultants
Livery House
189 Edmund Street
Birmingham B3 2LP

Price Waterhouse

GROUP FINANCE DIRECTOR

SE England c.£60,000 + car + benefits

Our client is a well-established and highly successful contracting group with substantial international interests. It has achieved impressive growth in recent years and plans further expansion both at home and overseas.

The Group now wishes to appoint to the Board a high calibre Finance Director capable of making a significant contribution to the strategic development of the business.

The successful candidate will assume responsibility for all aspects of accounting and financial management. Particular emphasis will be placed on the monitoring of overseas projects, involvement in contract negotiation and liaison with professional

advisers in respect of fund raising and acquisitions.

The role calls for an experienced FCA with a proven track record in a major international business. Essential qualities include sound commercial acumen, an energetic approach and, above all, the professionalism and stature to establish and maintain credibility with senior colleagues and external advisers.

Please write, in confidence, enclosing full career details to Tim Knight, quoting reference 2555. Our client will have sight of all applications and candidates should therefore indicate any companies which they do not wish to consider.

KPMG Selection & Search
70 Fleet Street, London EC4Y 1EU

Financial Controller

GREATER MANCHESTER

c. £30,000, CAR, BENEFITS

With a turnover approaching £50m, this multi-site leisure business is enjoying significant growth in both UK and overseas markets. This position, reporting to the Finance Director, requires a commercial finance professional to support the ongoing profitable development of the company.

THE ROLE

- Maintain and develop financial controls of the business.
- Responsible for the day to day accounting function. Direct, develop and motivate a team of 20.
- Enhance comprehensive management information systems to impact on current and future profitability.
- Support the Finance Director in Treasury matters.

THE QUALIFICATIONS

- Qualified accountant preferably ACMA. Unlikely to be aged under 30.
- Mature, diplomatic, determined.
- Proven track record in a manufacturing environment.
- Capable of successfully managing change.

Please reply in writing, enclosing full c.v. Ref: M471.

ASB
SELECTION

Amey House, Spring Gardens, Manchester M2 1EA. Tel: 061-834 0618. Fax: 061-832 8125.

GROUP FINANCIAL CONTROLLER

The company forms part of a major UK group and is a leading manufacturer, wholesaler, and retailer of high quality clothing and other products. In order to strengthen their financial management they wish to appoint a Financial Controller.

Reporting to the Group Financial Director the responsibilities will include: coordinating the production of management information for group operations in the UK, Europe, and the USA, taking a full part in the budgetary process, and developing integrated computer systems.

The successful candidate will liaise closely with the parent group finance function and with the UK Divisional Financial Director in order to gain a thorough knowledge of the company's divisions and their operations.

A qualified Accountant (ACA or ACMA), you should be preferably in your early to mid thirties with a sound background in a manufacturing or wholesale environment. You will need to show systems development experience with a confident character capable of working under pressure.

An attractive remuneration package will be offered and benefits will include a company car, private medical insurance and contributory pension scheme.

Please send full personal and career details including daytime telephone number to box A327 Financial Times.
One Southwark Bridge London SE1 9HL

CHURCH OF ENGLAND PENSIONS BOARD

Deputy Accountant

The Board, based in Westminster, manages pensions, mortgages, housing and residential homes for the retired clergy and funded pensions schemes for other church employees. Total assets amount to c. £200m. Due to the retirement of the Chief Accountant, a new Deputy Accountant is required to manage the department which handles all accounting for the Board's work. The work is varied and involves contact with financial institutions, the Board's homes and dioceses.

Candidates should be qualified accountants, aged 30-55. In addition to a starting salary of c. £21,500 (reviewed in April) an attractive package includes contracted out, non-contributory pension and subsidised mortgage.

Please apply to: Sir Timothy Hoare, Career Plan Ltd, 33 John's Mews, London, WC1N 2NS. Tel: 071-242 5775, Fax: 071-831 7623.

Career plan
LIMITED
Personnel Consultants

Appointments Advertising

appears every

Wednesday & Thursday
(Friday in the international edition)

For further
information please call:

Jennifer Hudson
071-873 3607

Denise Morrice
071-873 3199

Richard Jones
071-873 3486

Georgina Harris
071-873 3392

FINANCIAL TIMES

FINANCIAL CONTROLLER/DIRECTOR DESIGNATE

£30,000 + car + benefits + opportunity ...

For a leading independent specialist contractor in the manufacture of theatre and television scenery, stage engineering, museum and gallery displays.

Established twelve years ago in Central South London the Company now employs 80 staff turning over £3.5m in 1991 and is forecasting 20% growth for 1991. A strategically significant appointment to complement its strong technical management team is now sought. Achievement of the Company's goals will lead to appointment as Financial Director within twelve months.

You will have responsibility for a small team handling all the financial and cash management functions, statutory and management reporting, with a priority for developing existing costing and budgetary systems, and in addition will provide analytical commercial appraisal and advice at Board level.

The successful candidate will be a qualified accountant aged between 28 and 35 demonstrating a successful track record in commerce. Computer literacy and a natural flair and liking for organisation and administration are essential - acquisition experience and an eye for opportunity will be extremely valuable.

You will be energetic, mature, keen to get out and about, hard dealing and yet have a sense of humour to succeed in this fast turnover high profile industry. Firm financial disciplines are required to maximise the profits generated by a pressurised but dedicated workforce who will reward the person who genuinely enjoys developing individuals into a team drawn from all walks of life.

The Board will have no hesitation in awarding the right candidate capable of picking up this challenging and open opportunity with a share option within 24 months.

Please send a detailed CV in strict confidence to Martin Stainton FCA, at Stainton & Shafto, 21 Wigmore Street, London W1H 9LA.

Financial Controller/ Director Designate

Coventry Based,

Salary Range

£27,000 - £33,000,

Car, Bonus Opportunity

This is an excellent opportunity to join a large and dynamic group of companies. This company requires a financial professional to assist in guiding them through this challenging phase of their development and growth intentions. Reporting to the Managing Director the key responsibilities will be to ensure tight financial controls and management, the review and monitoring of results and advising the board on all financial matters. A 'hands on' approach will particularly be required in the early stages of this position to introduce financial systems and controls appropriate to the business. Aged between 26 and 40, and qualified you will have a proven track record at Financial Controller level or above.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: G. J. Deakin, Hoggett Bowers plc, 13 Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD. 021-455 7575, Fax: 021-454 2338, quoting Ref: B18208/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR AND EUROPE

FINANCIAL DIRECTOR

c.£40,000 + CAR AND BENEFITS • HERTFORDSHIRE

Our Client is a company with a turnover in excess of £20 million and part of a privately owned group. It is the market leader in a growing sector of the Contracting/Service Industry largely unaffected by the recession.

Expansion and promotion within the group have provided an opportunity for an experienced and qualified Accountant to join the Company Board.

You will most likely be aged 30-40 and be a Financial Director or have gained experience at a senior level in the Construction/Building Industry and possess the organisational and management skills necessary to justify a Directorship. You will influence future growth, which may come organically or by acquisition and should have an impact on profitability.

This is an ideal opportunity to join an expanding area of activity with a progressive, positive company.

To apply write with full CV, stating current salary, to Sarah Pavey at Christian Davies Advertising Consultants, 3 The Mews, Brickendonbury, Brickendon Lane, Hertford, Herts SG13 8NP; quoting ref. SP 1191

Christian Davies
ADVERTISING

SENIOR ACCOUNTANT IN INDEPENDENT TELEVISION

c.£25,000 (30 MONTH CONTRACT)

Under the 1990 Broadcasting Act, the ITC assesses the levy payable by Independent Television Contractors. By joining us in central London as Senior Accountant on a 30 month contract, you will play a key role in this process.

Reporting to the External Finance Manager, you will visit ITV Companies in order to verify income and expenditure.

Highly self-motivated and a member of a relevant professional body, you must possess at least 5 years' experience of auditing commercial company accounts; a particular emphasis on corporate taxation and investigative accounting would be an advantage. This experience may have been gained in a large organisation, professional partnership or government agency. As you may be required to travel outside London for up to 16 weeks a year, a flexible approach is also essential.

In return, you will receive a competitive annual salary of c.£25,000, together with an attractive benefits package.

To apply, please write with a full curriculum vitae to Vanessa Connolly, Independent Television Commission, 70 Brompton Road, London SW3 1EY. Closing date 22nd January 1991.

AN EQUAL OPPORTUNITIES EMPLOYER

itc
Independent Television Commission

SURREY TEC

FINANCIAL CONTROLLER

Training and Enterprise Council

Woking

c.£30,000 + car + benefits

Surrey Training and Enterprise Council is a new company with a projected turnover in its first year of £13 million. It aims to help businesses in the county through promoting and supporting enterprise and through planning and delivering training.

Reporting to the Managing Director, this is an exciting opportunity to join the senior management team and help shape the TEC's future development. The Financial Controller will be responsible for 8 staff and for delivering the full range of financial and management accounting activities, including financial planning and company secretarial services. Initially, key tasks will be to develop current financial accounting controls and systems and to provide relevant, up-to-date financial and management information. Thereafter a wider commercial contribution will be required.

The successful candidate will be a qualified accountant. Commercial awareness, strong interpersonal skills, computer literacy and a willingness to adopt a hands-on approach to the role are key requirements. Age is not important but the ability to make a positive contribution to the success of the TEC is critical. Relocation and flexible hours can be considered.

Please write in confidence enclosing two copies of your CV, including current salary details, to Richard Fox at the address below.

KPMG Selection & Search

Financial Controller, Surrey GU1 3AE

مكزاجن الاصيل

XII

WEST MIDLANDS

c £35,000 PACKAGE + CAR

Treasurer

The strategic plan of this reputable £30 million manufacturer of advanced electronic equipment is to double in size in 3 years with the introduction of newly developed products and by increasing exports.

In coping with the management of these changes, major importance is being focused on establishing an independent treasury function with control over all aspects of accounting involving cash, credit or financial management.

You will be a member of one of the 3 major accountancy bodies and have had experience of control over all aspects of cost management.

Experience in the area of exports/foreign exchange is also a key requirement as the company increases its level of activity.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliot, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 43 Temple Row, Birmingham B2 5JT, quoting reference JE194.

Coopers & Lybrand Deloitte Executive Resourcing

Director of Finance

Circa £40k plus performance bonus and benefits

In its efforts to assess and meet the future health care needs of the local residents, South Bedfordshire Health has adopted a positive approach to the implementation of the NHS reforms. This post is a key position within the commissioning authority with the postholder playing a leading role in the development of the District's purchasing function.

The Tasks ...

- Ensure value for money contracts for the residents of South Bedfordshire.
- Overall financial control of the District's resources.
- Development of new control systems and Management Information to support service contracting.
- Strategic planning as an executive member of South Bedfordshire Health Authority.

You will have ...

- An understanding of the commissioning process on Health Care.
- Senior management experience in the NHS or similar organisation.
- A track record of sustained achievement.
- First class communication skills.
- A professional accountancy qualification.

The Rewards ...

- Excellent salary and benefits plus performance bonus
- Relocation package.
- Lease car.
- Attractive pension scheme.
- 6 weeks holiday.

Interested ...?

- Informal enquiries to: Mr D Eaton, Chief Executive on (0582) 37121.
- Information package from: District Personnel (0582) 37121 extension 325.

Applications in writing enclosing CV to: Mrs J Smith, Director of Manpower and Organisational Development, South Bedfordshire Health, Bute House, 7 Dunstable Road, Luton, Bedfordshire, LU1 1BB.

CV's to be received no later than 31 January 1991.

FINANCIAL CONTROLLER
With Acquisitions Bias

S.YORKS

c £35K + CAR + BONUS + EQUITY

Our client is a long-established manufacturer and distributor of a range of market-leading consumer and industrial products. Subject to a successful buy-in 18 months ago, it has benefited from a management restructuring, resulting in a number of strategic acquisitions, which double turnover to over £150m. The industrial products division, itself poised to make its first acquisitions, now requires a young, commercially-minded accountant to control this growth.

Reporting to the divisional MD, you will assume responsibility for the evaluation of potential acquisition targets in the UK and overseas, and their subsequent integration into the group. A major priority will be the installation and control of a PC-based financial reporting system, enabling the timely production of detailed information for divisional management decision making and group reporting. You will also play a pro-active role in the identification of areas for enhancing profitability and assume functional responsibility for four business financial controllers.

A qualified accountant, you will have gained directly relevant experience, in a multi-site environment within a divisional reporting role of a progressive plc. You will have a strong presence and persuasive communication skills - ideally with fluency in French and/or another European language. Travel in the UK and overseas can be expected.

Benefits are excellent and include an opportunity for equity participation as the company heads towards a future flotation.

To respond to this challenge, please address your cv, with the details of salary and current photo if available, to:

Melinda Hughes, Portland International Management Consultants, Lloyds House, 18 Lloyd Street, Manchester M2 5WA.

Portland International

Management Consultants Limited

A MEMBER OF DOCTUS PLC

FINANCE
DIRECTORESSEX
£40 to £45k + CAR + BENEFITS

This is a key and influential appointment in a service engineering company, mainly trading in the automotive industry. Located on a prime industrial site working in pleasant modern surroundings.

The successful candidate will be responsible to the Board of Directors with full accountability for optimising financial management, controls and disciplines of the Company's diverse operations, and Treasury.

Applicants should possess a strong personality, be a fully qualified accountant, in the age range 30-45, with a minimum of 3 years experience as a financial and/or treasury director.

Please send full personal and career details in confidence to Jonathan Cohen at:

Vandenburghs
CHARTERED ACCOUNTANTS

Laguerre Court
129-133 Lutterell Road
London W10 6QZ
Telephone: 081-968 0123
Facsimile: 081-968 0134

WASSALL PLC

Corporate Development - Assistant to Director

The opportunity exists at the London Head Office for a man or woman to act as assistant to the Director responsible for corporate development at this diversified industrial group. The position will mainly involve research and analysis of acquisition opportunities in the UK and elsewhere. The successful candidate will probably be a qualified accountant in their late twenties, preferably with direct experience of investigatory work.

Applicants should write, enclosing a C.V. and passport sized photograph to:

Philip Turner
Director
Wassall PLC
Control House
247 Cromwell Road
London SW5

accounting for health
posts for qualified and
part-qualified accountants at
all levels in the south east

From South London to the coast of Sussex and Kent - if you have financial experience, are fully or part-qualified or are looking for study opportunities you can realise your full potential, accounting for health care with SETRHA. You will be based within the Finance Directorate at RHQ, Bexhill-on-Sea, or in one of the 15 DHQs or Units in our Region.

Career prospects are excellent and we offer an unbeatable package which includes relocation assistance, pleasant working conditions and well structured and progressive training and management programmes.

If you want to work in a dynamic, changing and challenging environment with plenty of scope for career development and promotion join us at one of our Buffet Receptions and meet senior staff who can give you all the details. Specific interviews can be arranged at a time to suit you if necessary. Ring Paula Cook on 0424 730073, ext. 2026, for full details.

MAIDSTONE Post House Hotel, Wrotham Tuesday 15 January 6pm-8pm
LONDON Thursday 24 January 5pm-8pm
CHARTING CROSS Hotel Tuesday 24 January 5pm-8pm
EASTBOURNE Queens Hotel Tuesday 29 January 6pm-8pm

good health needs good financial management!

we are working towards equal opportunities

people for health - health for people

SOUTH EAST THAMES REGIONAL HEALTH AUTHORITY

ACCOUNTANCY
RECRUITMENT
CONSULTANT

London

OTE £45k including excellent basic (20/22k) + Generous bonus + Company Car + Bupa + Pension.

One of London's most prestigious consultancies, urgently needs excellent consultant, aged 24/30 with 2 years experience placing qualifieds in Industry and Commerce. Exceptional business opportunity.

Telephone Tim Rodda on 071 872 0000
AMA PLC REC CONS

Manchester

c.£37,500+Car+Benefits

Financial
Controller

The Finance Division of one of the biggest commercial groups in the country provides financial services ranging from banking to hire purchase and leasing. It comprises a number of companies of varying size and complexity, and turnover exceeds £700 million.

Developing and profitable, its growth plans call for the appointment of a Divisional Financial Controller, who will take responsibility for all management and statutory accounting for the Division, and for all business information and control systems.

The successful candidate will be aged mid-30s upwards and a well-qualified, computer familiar Chartered Accountant. The holder of this newly-created post will hopefully but not vitally have financial services industry experience. Importantly, the incumbent will be required constructively to bring together the accounting functions of formerly independent companies, and will become a key member of the management team of the Division's consumer and corporate finance company.

We seek a practical hands-on worker with tact, persuasiveness, professionalism and commitment. In return the benefits package will be appropriate to that of a major U.K. organisation.

Letters of application, together with CV, salary progression and any other relevant data, should be sent without delay to Mr P.L. Weigh, Company Secretary, The Great Universal Stores PLC, P.O. Box 99, Universal House, Devonshire Street, Manchester M60 1XA, quoting reference P176.

G.U.S. The Great Universal Stores PLC

FINANCE DIRECTOR

Alexon Brands Limited

Alexon Brands Limited is the management board of the retail arm of Alexon Group plc and is responsible for co-ordinating and directing the activities of the three fashion brands of Alexon, Eastex and Dash through two divisional boards.

As part of the continuing strengthening of this board we are looking to appoint an experienced Finance Director.

Responsible to the Alexon Brands Limited Managing Director, the successful candidate will be responsible for the development and implementation of Group financial and D.P. policies through two divisional directors and their relevant support staff.

Applicants must possess a proven track record in financial control and D.P. systems, preferably in a retail environment, together with an ability to work as part of a small team of senior management controlling all aspects of Group retail activities.

An excellent package will be offered to include profit sharing, share options and full benefits package, together with the opportunity to join a newly developing management team.

Write, will full c.v. to:-

MR. VINCE McCOY,
Group Personnel Director, Alexon Group plc,
73 Welbeck Street, London W1M 7HA.

ALEXON

MACARTHY PLC

GROUP FINANCIAL
ACCOUNTANT

CS24K + Car

Beds.

Macarthy PLC is a healthcare group engaged in the manufacture, distribution and retailing of pharmaceutical, medical and healthfood related products in the U.K. The Company aims to build a group comprising high quality businesses which are responsive to customer demands and have significant shares of the markets they serve.

At our Group Headquarters in Leighton Buzzard we are currently seeking to recruit a bright young Financial Accountant to join our Finance team. The successful applicant will assist the Group Chief Accountant in providing financial information on the Group's operations, compiling the statutory accounts and returns, and undertake ad hoc investigations.

The ideal candidate will be a recently qualified Accountant (1 year Post Qualification Experience), with good 'hands on' personal computer experience who can demonstrate commitment, drive and determination to help the Company achieve its aims and ensure its place in the market. The position offers excellent opportunities for further advancement within the Group.

In return we offer an attractive salary and benefits package. If you feel that you can take up our challenge, then please in the first instance, forward a full C.V. to Mrs. A. McCarthy, Personnel Department, Macarthy PLC, Delta House, 33 Hockliffe Street, Leighton Buzzard, Beds. LU7 8EZ.

Chief Accountant

National Charity

c.£25,000

A long established Christian Charity based in North London which provides homes and holiday facilities for disabled people, is looking for someone to succeed to this post on the retirement of the Accountant. The work includes supervision of the accounts department, internal audit of accounting at homes, budgets, final and management accounts and liaison with local authorities. Candidates must be qualified accountants, computer literate, probably aged late 20's to early 30's and possess the managerial qualities to justify promotion in due course. They must be in sympathy with the Charity's evangelical Christian standpoint.

Please apply to: Sir Timothy Hoare, Career Plan Ltd., 33 John's Mews, London, WC1N 2NS.
Tel: 071-242 5775, Fax: 071-831 7623.

Career plan
LIMITED
Personnel ConsultantsThe Top
Opportunities
Page

Appears in the
Financial Times
every
Wednesday

For further
information
please contact

Elizabeth Arthur
071-873 3694

Stephanie Spratt
071-873 4027

مكرا من النحل